

LEAN Ohio

Office of the Attorney General Informal Dispute Resolution

July 6-10, 2015

How Did We Get Here?

- **Why are we doing this event?** To do better for our customers and ourselves.
- **What needs to change?** We need to eliminate work that helps no one.
- **Theme for the event?** Change for good. Eliminate over-processing in Intake.



Top 5 Defects

- ① Supplier
No email/Phone
- ② Poor/Incomplete of
Transaction of
Invoice amount
- ③ " of Resolution"
- ④ Document

Level 4

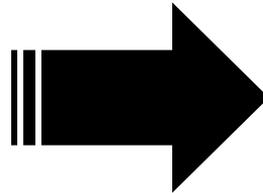
+	
①	Final Resolution Sustainable Processable Solutions 1004 Items 37 Changes
④	

Team 2

Event Scope

First Step

**A constituent
files a
complaint**

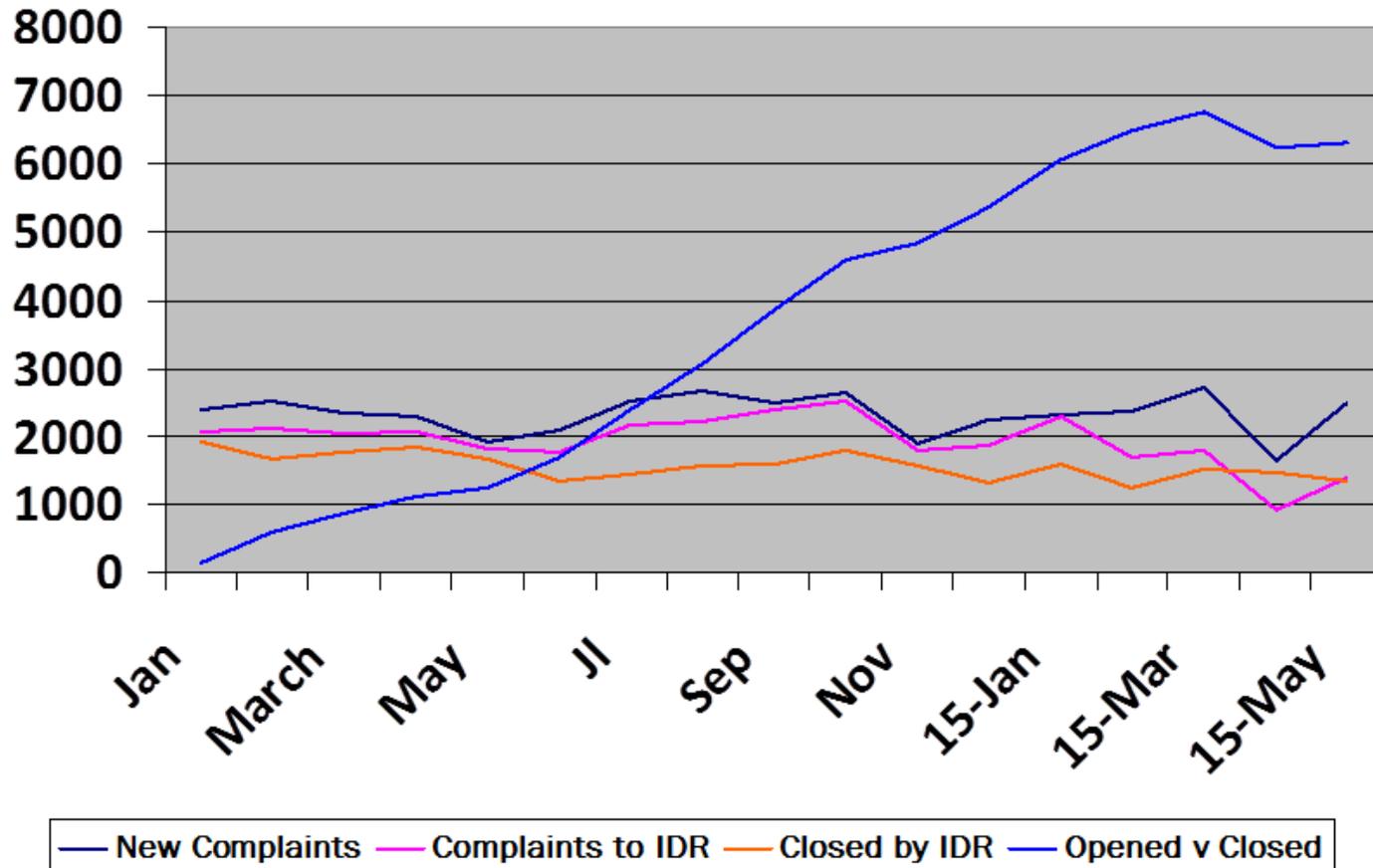


Final Step

Complaint
resolved, closed
because it can't be
resolved, sent for
investigation, or
referred to the
Economic Crimes
Unit

Event Baseline Data

Jan 2014 – May 2015 Complaints to IDR v Closed by IDR



Event Baseline Data

Complaint Specialists Bi-Weekly Report
(With Deb Lawver's Non-TDR Complaints)
6/19/15 – 7/2/15

- New Complaints: 757
- Pending Complaints: 2,483
- 90 - 241 (9.7%) this period vs. 221 (8.9%) last reporting period
- 60 – 142 (5.7%) this period vs. 223(8.9%) last reporting period
- 30 – 400 (16.1%) this period vs. 358 (14.4%) last reporting period

Process Improvement Goals

**Increase the
number of
favorable
outcomes for
consumers
(To Be Defined,
Close, Pending)**

**Decrease
redundant
steps**

**Decrease the
average time
complaints
stay open**

Out of Scope

- No more money
- No additional people
- No IT solution until the process is improved
- No changes to Laws, Statutes, Regulations, and Contracts
- No one Job Loss as a result of a Kaizen Event, but job duties may change

Change for the Better

- Customer focused
- Right people changing the process
- One week-quick and action oriented
- Necessary resources available immediately
- New process implementation begins next Monday



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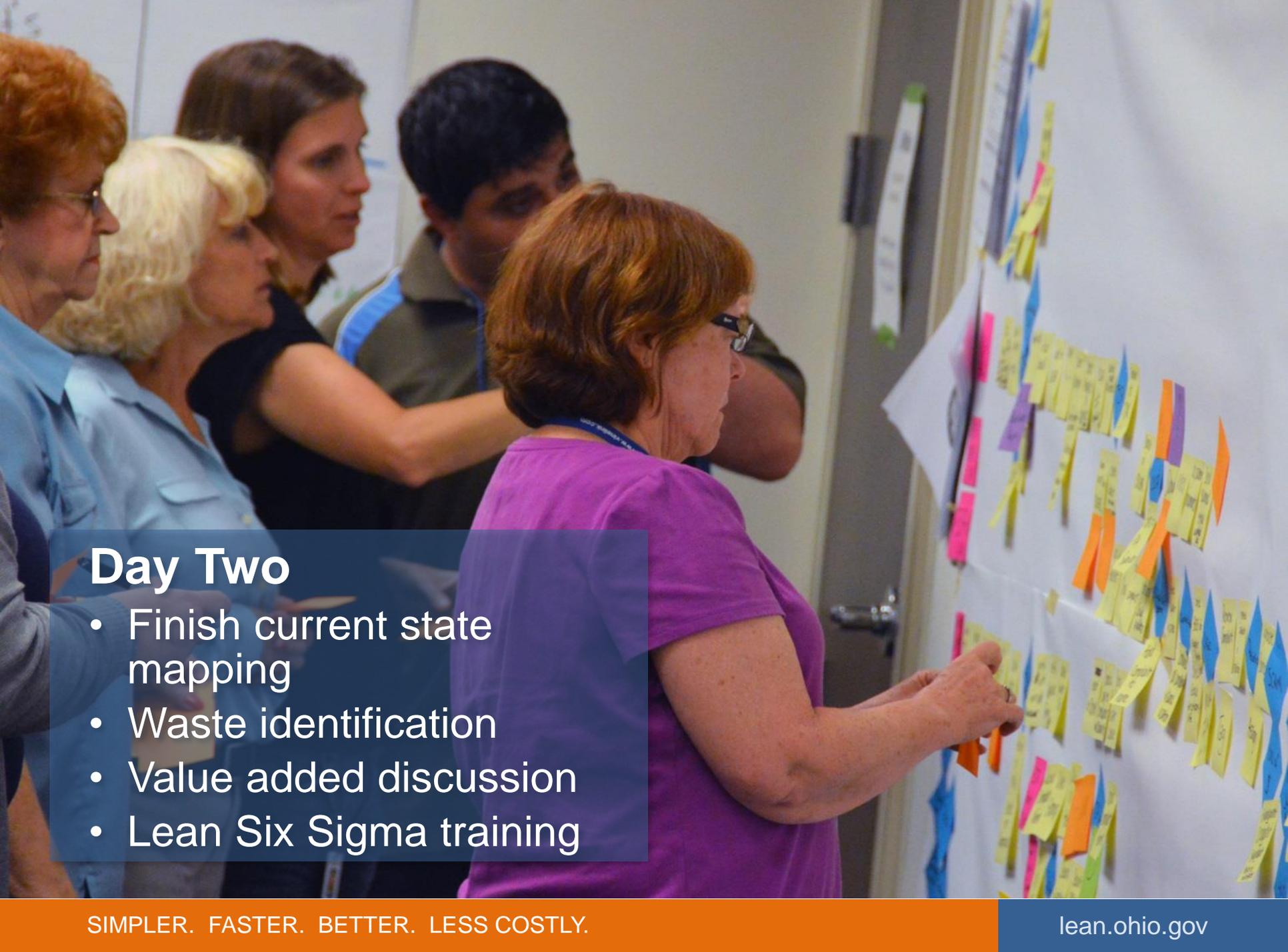
LEAN Ohio

KAIZEN EVENT
SUSTAINABLE

T TRANSFORMATION	I IMPROVEMENT	M MOTIVATION	U UNDERSTANDING
W WASTING	O OVERPRODUCTION	O OVERSAMPLING	D DEFECTS

Day One

- Level setting
- Scope of event
- Stakeholder identification
- Current state mapping



Day Two

- Finish current state mapping
- Waste identification
- Value added discussion
- Lean Six Sigma training



Day Three

- Brainstorming
- Analysis
- Problem solving
- Process redesign

A woman with long dark hair, wearing a leopard print sleeveless top and a black skirt, stands in front of a whiteboard. She is pointing with her right hand towards a cluster of sticky notes on the board. The whiteboard is covered with numerous colorful sticky notes (yellow, green, blue, pink) containing handwritten text, likely representing a process flow or project plan. The notes are arranged in a somewhat vertical sequence, with some branching out. The woman has a surprised or engaged expression on her face. The background is a plain wall.

Day Four

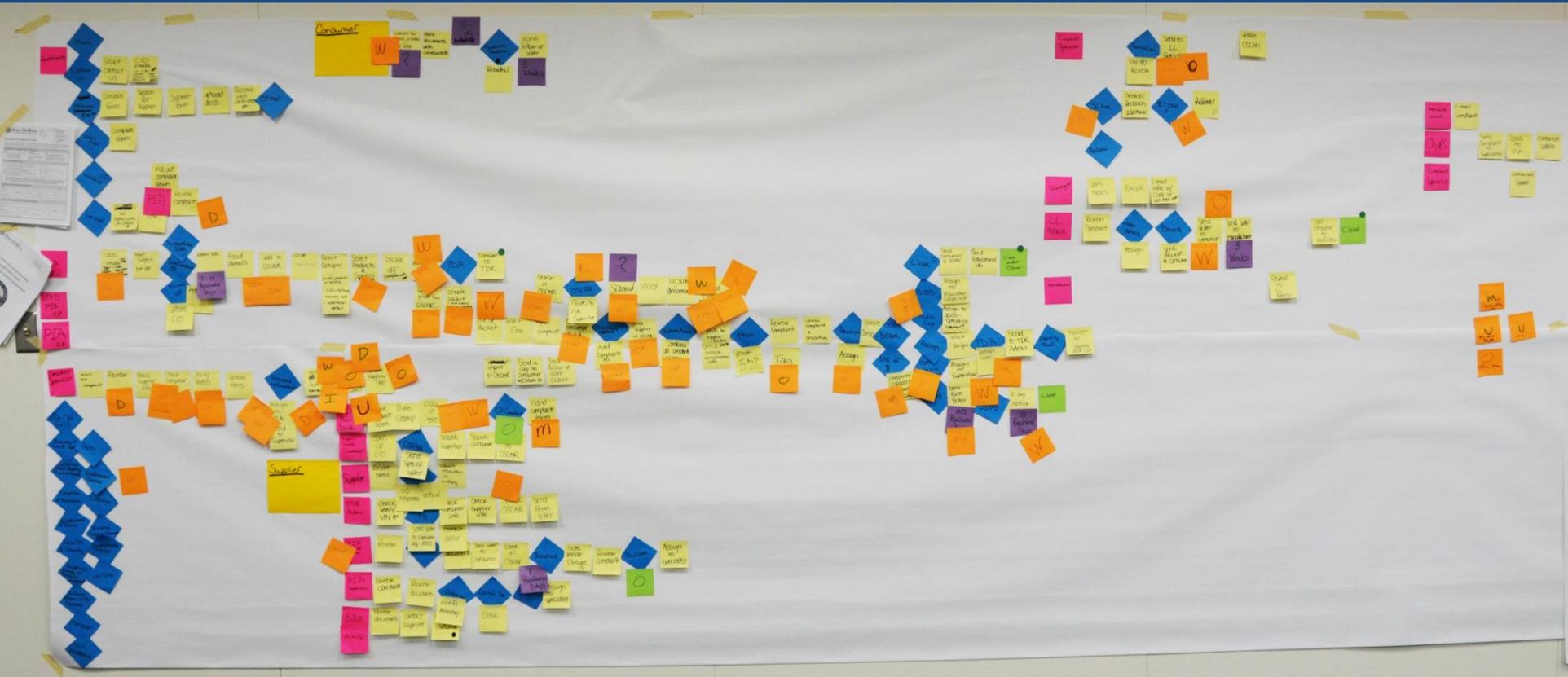
- Future State Process
- Discussion and consensus
- Implementation planning
- Details



Today - Day Five

- More implementation planning
- Celebration
- Sharing results

Current State

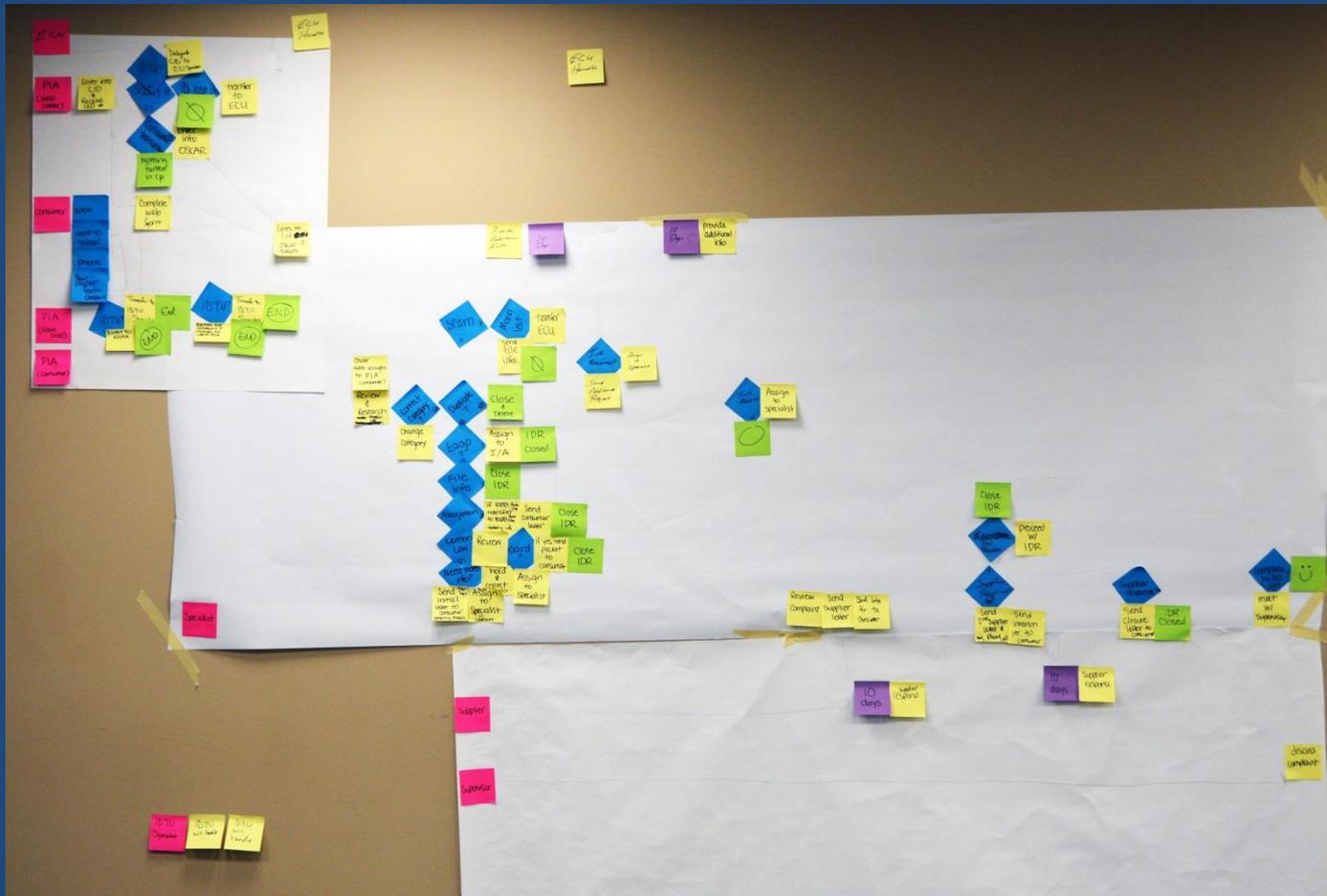


20 Functions

182 Steps

43 Decisions

Future State



9 Functions

73 Steps

22 Decisions

Simpler



- Scams removed from IDR
- Specialists no longer performing re-checks
- Referrals, consistency, streamlined to PIA's
- Kiosk reduces paper complaints = walk-ins
- Quicker entry of paper/mail complaints

Faster



- Processing time reduced from an average of 48 days to a projected 2 days!
- Scams and Lemon Law issues will be closed by the Help Center rather than being passed to specialist to work
- Reviewed and reduced letters for more effective communication
- IDR Timelines tightened resulting in consumer receiving results sooner

Better



- Specialists time will be re-deployed back to critical work
- Better customer service
- Staff will be empowered – leading to higher job satisfaction
- Working relationships between all units will be enhanced breaking down silos
- Reduction in backlog and eliminate of backlog projected by
- Clearer consumer letters resulting in better interactions with the public

Less Costly

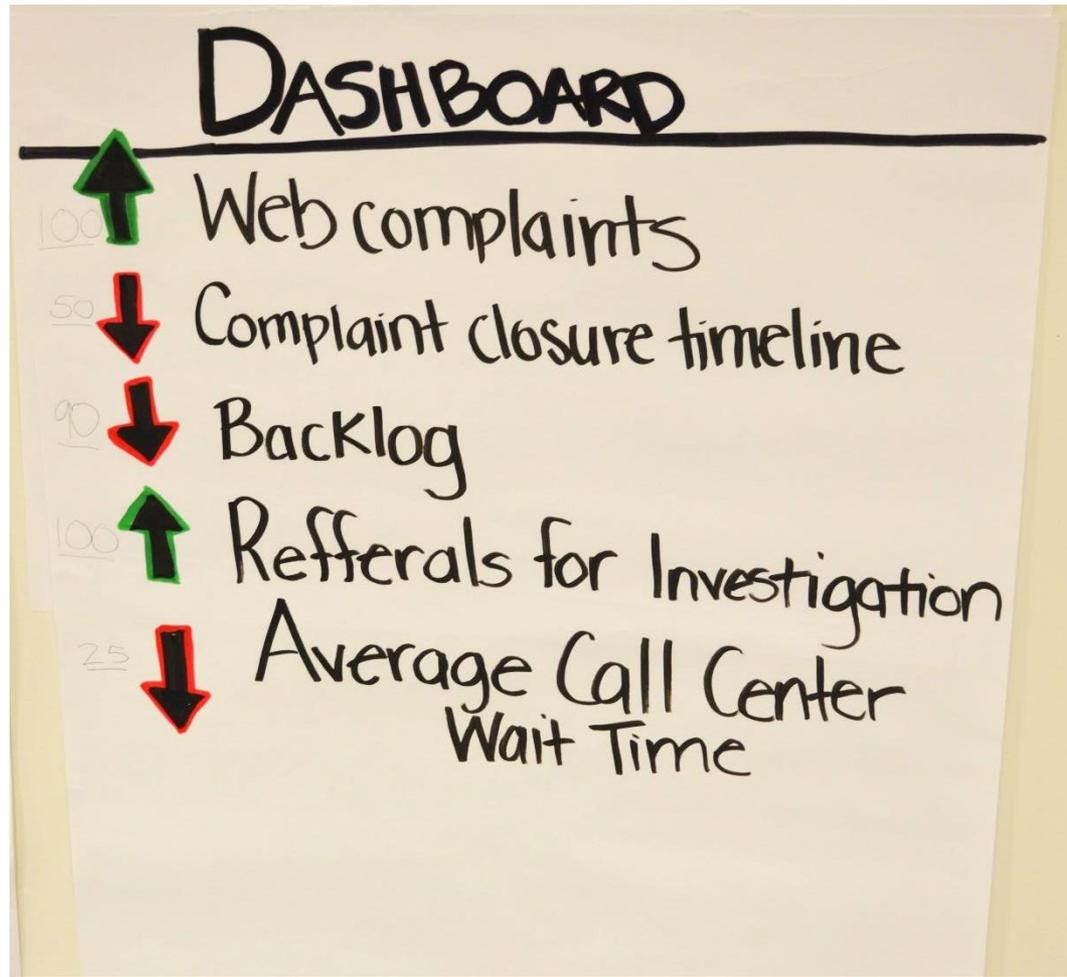


- Less paper being received, processed (pushing email at intake)
- Redeployed hours to critical cases

Summary Scorecard

Measure	Current Level	NEW	Change
Process Steps	182	73	60%
Decision Points Handoffs Loopbacks	43	22	49%
Process Lead Time	Average of 48 days	As few as 2 days	

Implementation Plans



Implementation Plans

Measures of Success

WHAT	WHO	WHEN
# of Web complaints (↑)	Roseanne	CS (✓) 60 days
# of Consumer Call-center (↓) (x)	Danielle	CS 60 days
CS PIA Productivity (↑) # of touches ? # of complaints closed ? Avg turnaround ?	Heather Roseanne	60-90 days (CS NOT available)
Backlog By specialist (↓) Avg Turnaround (↓) # > 60 days (↓) # > 120 days (↓)	Roseanne/ Melissa	CS 60/90 days
Open Complaints PIA / CS		CS/30/60/90 Days
Increase in Referrals	Shaila	CS/30/60

Implementation Plans

TRAINING		
WHAT	WHO	WHEN*
<u>PTA's</u> - referrals - Category Topic Training - Processing/letters - OVERVIEW OF PROCESS	Roseanne Sheila AAG / Investigator Roseanne	Two Weeks ASAP
<u>Specialist</u> - Category Topic Training - referrals - Time management - OVERVIEW OF PROCESS	AAG / Investigator Sheila melissa	ASAP
<u>AAG / Investigator</u> Overview	Sheila / Melissa	Two Days
<u>Help Center</u> Change in Handling scam complaints Overview	Danielle	One Week *All time lines before implementation

Implementation Plans

COMMUNICATION

<u>WHAT</u>	<u>WHO</u>	<u>WHEN</u>
<ul style="list-style-type: none"> - Scams - Lemon Law - Push to Web (7 queues + specific?) - No more docs - More Emails 	<p>Help Center (Danielle)</p>	<p>7/10 Kaizen Report Out</p> <p>→ HC w/o 7/13</p>
<ul style="list-style-type: none"> - HC changes - PIA^(CP) teams - PIA^(CP) changes - I/A Changes - Specialist Changes - Mgmt Changes - Relocation 	<p>Consumer</p>	<p>7/10 Report Out</p>
<p>All Above with a focus on PIA Changes</p>	<p>PIA-CP (Roseanne, Brian & Ida)</p>	<p>7/13-</p>

<p>All Above with a focus on PIA Changes</p>	<p>PIA-CP (Roseanne, Brian & Ida)</p>	<p>7/13-</p>
<p>All Above with a focus on Specialist Changes</p>	<p>Complaint Specialist (Melissa, Shelly, and Jonathan)</p>	<p>7/13</p>
<p>All Above with a focus on I/A changes</p>	<p>I/A (Melissa, JB, and Sheila)</p>	<p>7/13</p>
<p>All Above with a focus on Scams and Referrals</p>	<p>ECU (JB + Melissa)</p>	<p>7/15</p>
<p>All of the above with a focus on mgmt</p>	<p>Mgmt (Melissa, JB, Sheila + MRA)</p>	<p>7/13</p>
<p>All of the above with a focus on Senior mgmt</p>	<p>Senior Mgmt (Melissa + JB)</p>	<p>7/13</p>
<p>All of the above with a focus on IT involvement</p>	<p>IT (Heather)</p>	<p>7/13</p>

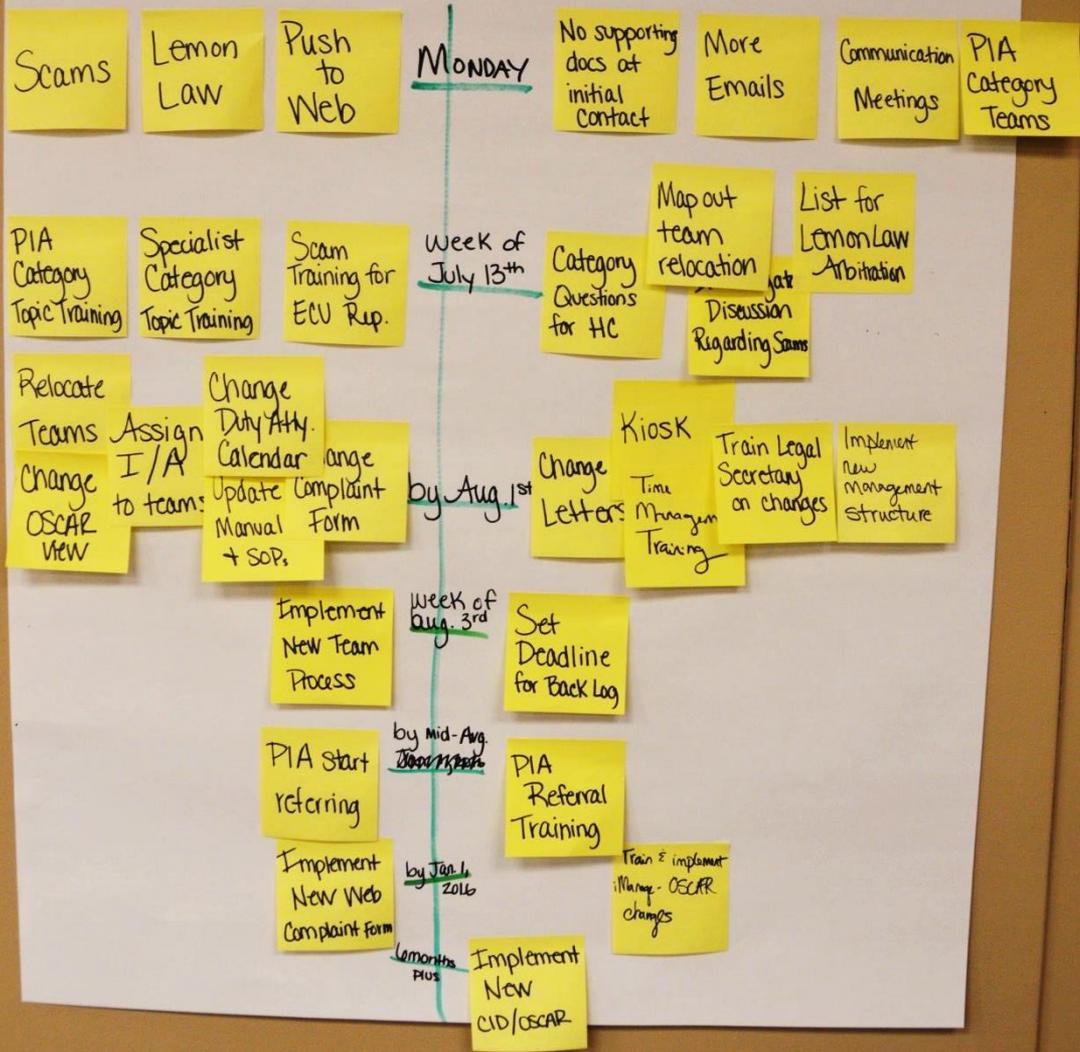
Implementation Plans

se needs to tell Consumer to retain all documents in case they're needed later

What	Who	When
Initial letter outlining process & setting expectations to be sent by PSA; Small Claims cover & private email		
Ltr to Consumer requesting more info to be sent by PTD w/ 10 day language		
2nd Ltr to Consumer asking for more info & dec w/ 10 day language & closure if no response warning PTD	Mitchell for summary of situation	
Closure Ltr: File Intra		
" BBB		
" Auto cap		
Lemon law Board referral letter		
SCGM closure letter		
Closure Ltr to consumer for no consumer response		
Closure Favorable		
Closure unfavorable		
Closure No supplier response		
TDR letter to consumer		

Timeframe:
Monday July 13
Priority
2 days behind closed doors

TIMELINE TREE



What Begins Monday?

- Emphasis on using the website
- Supporting docs only when asked
- PIAs assigned to category teams
- Scams and Lemon Law handled by Help Center

Special Thanks to...

Senior Leadership:

Sherry Maxwell, Kim Murnieks, Mary Mertz, Michael Murry, Paula Armentrout, Ann O'Donnell
Attorney General Mike DeWine

Sponsor:

Melissa Wright, Johnathan Blanton

Team Leader:

Sheila Lavery

Subject Matter Experts:

Heather Stubbs, IT