DHSS LEAN SIX SIGMA TEAM: CENTRAL OFFICE MEDICAL REVIEW UNIT PROJECT

Missouri DHSS Department of Health and Senior Services

lean 6 sigma team

THE TEAM

The team is a group of Lean Six Sigma green belt trained staff focused on continuous improvement. The team is available to any DHSS program to analyze processes and present recommendations to create an efficient and high quality program.

THE SCOPE

The Central Office Medical Review Unit (COMRU) processes applications for Medicaid certified beds at Missouri's long term care and nursing facilities for individuals with mental or physical disabilities and serious mental illness.

The Lean Six Sigma Team focused on recommendations to reduce the number of non-value added steps and physical (paper) hand-offs in the application process.

THE PROBLEM

- COMRU used 5 reams of paper per day on processing applications.
- Physical hand-offs slowed the application process and created delays for customers.
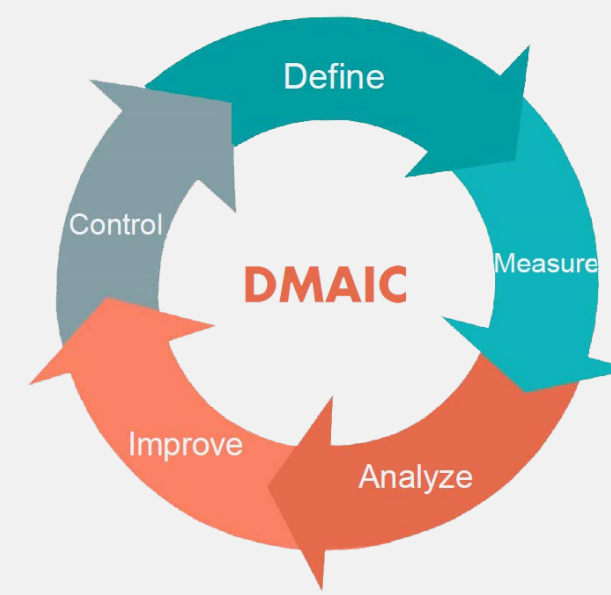- Non-value added steps created additional work for COMRU staff.

34
Non-Value Added Steps Identified

**26**
Business Non-Value Added Steps Identified

THE APPROACH

The Lean Six Sigma Team utilized the DMAIC approach to analyze the problem and present solutions:

DMAIC — Define, Measure, Analyze, Improve, Control

- Define the problem
- Measure the current process
- Analyze process steps and their value
- Improve the process with recommendations
- Control the solution by measuring impact

THE PROCESS

The Lean Six Sigma Team conducted job shadowing and process mapping sessions in conjunction with the COMRU team to observe their application process. The team used findings to identify non-value added and business non-value added steps in the process.
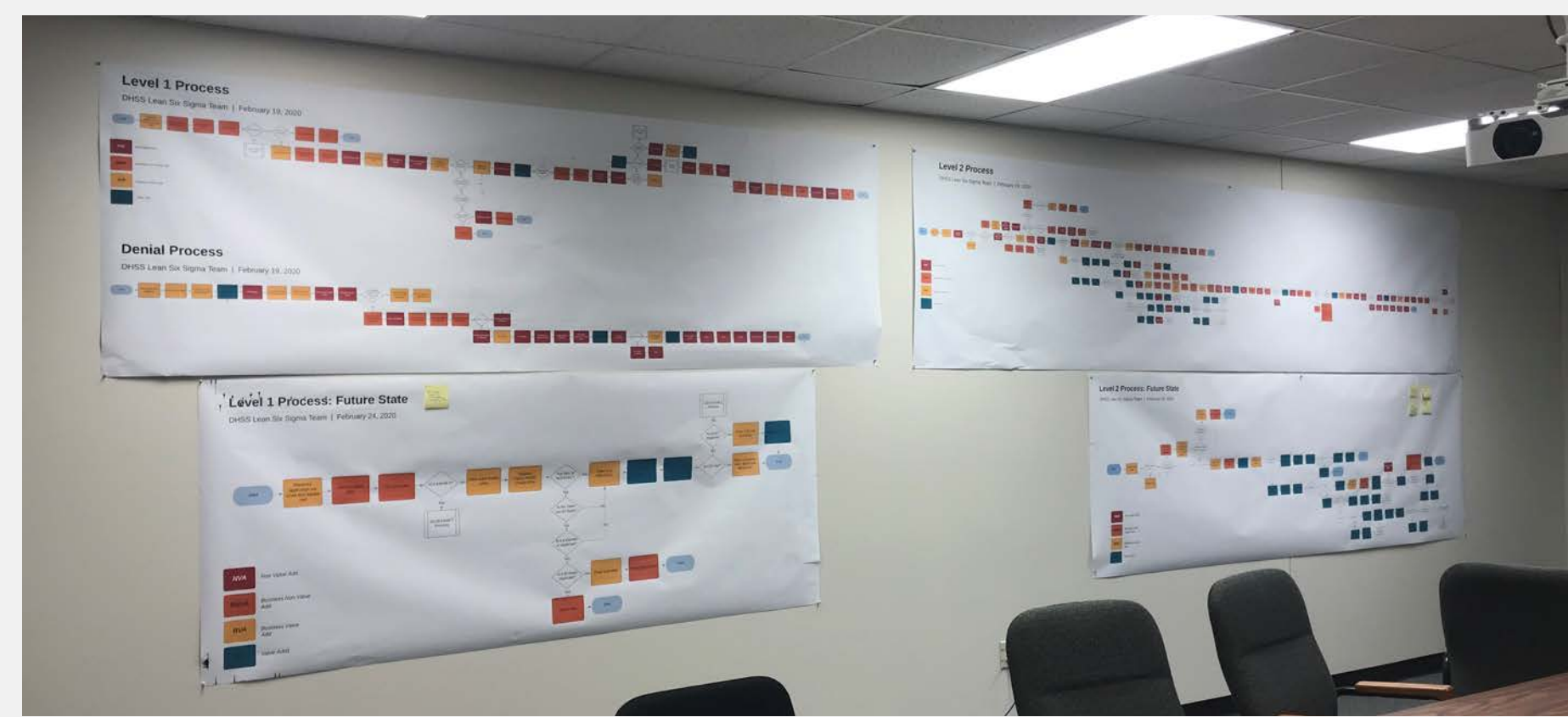
THE RECOMMENDATIONS

The Lean Six Sigma Team presented twelve recommendations to the COMRU team. While understanding that some of the recommendations may not be possible to implement in the short-term, these recommendations provided a road map to a more streamlined process. COMRU immediately implemented the following changes:

- Create a COMRU shared drive to eliminate paper hand-offs
- Migrate applications to the REDCap electronic solution rather than paper
- Remove as many non-value added steps as possible

THE RESULTS

- 100% of applications are processed electronically, with a response between 1-3 business days.

- The team identified and removed 34 non-value added steps from the process.

- Paper use has gone from 5 reams of paper per day to roughly 1 ream of paper **per year.**

	Before		After
Non-Value Added Steps	34	→	0
Business Non-Value Added Steps	26	→	22
Paper Reams	5 Per Day	→	1 Per Year