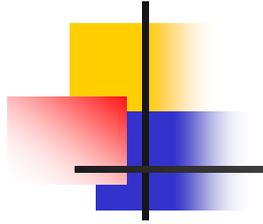
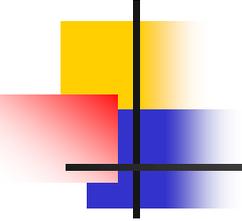


*BAPD Data Acquisition, Analysis,
and Reporting Process*

Kaizen Event - January 14-18, 2008

Team Picture

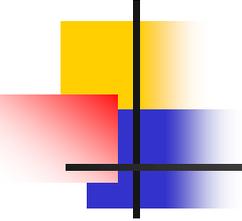




Team Members

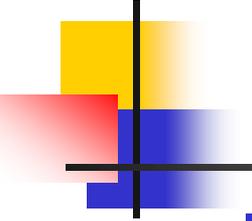
- Rich Macy
- Nicole Williams
- Dave Harvey
- Jim Dacey
- Myrna Mahabir
- Tanya Palacio
- Chris Jeffrey
- Robert Pierce
- Daniel Lee
- Kimberly King
- Romaine Nelson
- Tom Stephanos
- Monique Coleman
- Thomas Hopkins
- Joseph Cole
- Tonya Wilson
- Faria Hasan
- Esteban Rostro
- Ruth Huang
- John Graul
- Karen Dunbar

The Kaizen Approach



- Strong bias for action
- Input from key stakeholders
- Decision making based on data
- Expertise from those doing the job
- Emphasis on value-adding activities
- Risk taking and “just try it” approach
- Process review from the customer perspective

Scope and Objectives



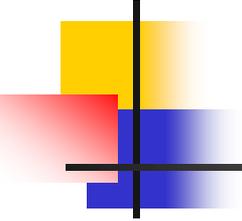
■ SCOPE

- Streamline the data Acquisition Process with Measurable Improvements and Cycle Time Efficiency and Effectiveness

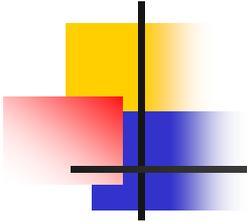
■ Goals

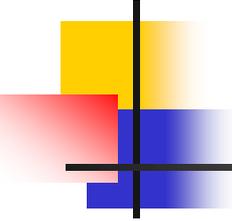
- Reduce Individual Tasks and Overall Cycle Time
- Reduce Rework
- Reduce Database Errors
- Increase in Quality: Fewer Appeals and Appeal Referrals

The Current State

- 
-
- How do things work?
 - How is work processed?
 - How do we work together?
 - How do our customers interact with us?
 - How do we know we are doing a good job?
 - Why? Why? Why? Why? Why?

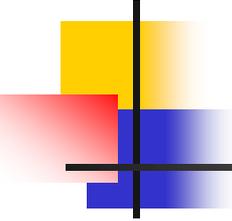
Current State Business Process Flow Map





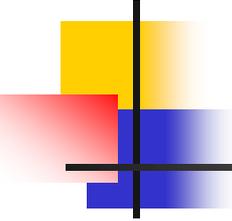
Value Adding Activities

- Customer Cares
- Transformation
- Is Done Right the First Time



Seven Categories of Waste

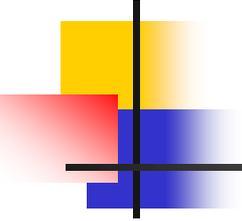
- Defects and Rework
- Transportation
- Waiting
- Unnecessary Processing
- BackLogs
- Excess Motion (Hunting and Searching)
- Overproduction



Greatest Waste of All

Loss of Human Ingenuity and
Creativity

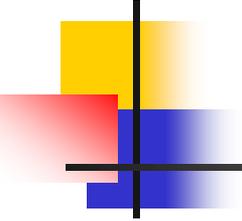
What's Wrong with this Picture?



TEAM BRAINSTORMING LIST

- Lack of Understanding the Reasons for the Delays
- Meeting System Milestones (vs. Value Adding)
- Waiting to Receive Information from DISC/Outside
- Multiple Requests for Data
- Lack of Communication & Team Ownership
- Stopping and Starting
- Functional Tasks (silos)
- Redundant Documentation
- Reworked
- BatchCase Process
- Missing Info

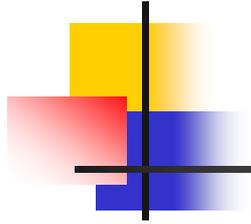
What's Wrong with this Picture?



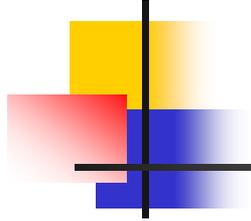
TEAM BRAINSTORMING LIST

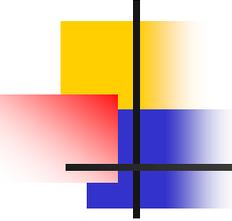
- **Incomplete Info**
- **Didn't Understand all the Elements of the Entire Process and How They Work**
- **Reactive**
- **Review and Reporting that Added Time to Process but not Value**
- **Data Stored in non Database Applications**
- **Didn't take Advantage of Legal Power to Obtain Documents and Data**
- **Lots of Reconciliation**
- **No flow/Lack of Understanding**
- **Lack of Trip Focus**
- **Records Drove Process**

Designing the Future State



Future State Process Map

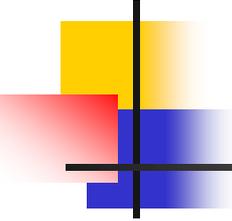




Earlier Data Collection

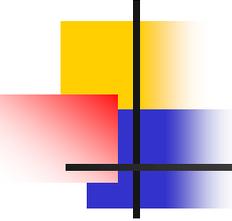
Complete and Accurate Data as Early as Possible (Done Right the First Time)

- Request Required Data Prior to Trusteeship
- Change Trusteeship Agreement to Clearly Communicate Expectations and Authority



Data Acquisition Plan

- Team Function
- Identify Requirements
- Planning
- Simplified Documentation



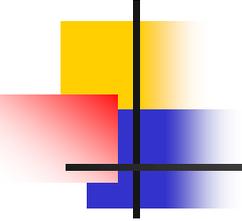
Database Construction

- Uninterrupted Database Construction in Field or In-House
- Quality and Documentation Built into the Process
- Concurrent vs. Sequential Process

Process Map Metrics

	Current	Future	Change
Steps (Process)	66+	22	> 67%
Decisions	15	3	80%
Handoffs (Physical)	A Bunch	Far Fewer	
Loopbacks	7 Major	1	86%
Delays	19	2	90%
Lead Time (Months)	18	3	83%
Value Added Steps	8	8	
Value Added Percentage	< 10%	36%	+360%

Accomplishments

- 
-
- New Process
 - Embraced Kaizen Culture
 - Pilot Plan and Rollout
 - Identified System Improvements
 - Value Adding Activities vs. Milestones
 - Employees Empowered to Think Outside the Box

30 Day Homework

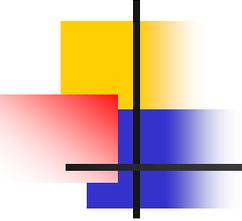
KAIZEN NEWSPAPER PAGE ONE

#	Item	Who	Date	Status
	Audit Program/Data Acquisition Plan	Toni	1/31	
	DISC Letter- More Docs.	Thomas	1/31	
	New Trusteeship Agreement	Rich	1/31	
	4042(d) Stronger Language	John	1/31	
	Pre-Trip Planning Memo	Nicole	1/31	
	Standard Subpoena	John	1/31	

30 Day Homework

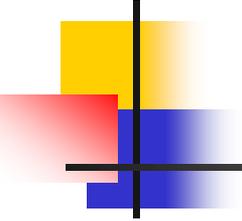
KAIZEN NEWSPAPER PAGE ONE

#	Item	Who	Date	Status
	DDR Modified for User Defined Fields	Tanya	1/31	
	LEO Modified for User Defined Fields	Tanya	1/31	
	Plan Summary and Plan Document Listing Database Application	Tom	1/31	
	Being Able to Use Above Applications in the Field	Chris	1/31	
	Develop Template/Checklist for Database Construction Memo	Monique	1/31	



Team Learning

- Creates Excitement and Satisfaction from Really Improving Process
- Knew that we Were Doing Things we Didn't Need to do but Did it Anyway
- The Journey has only just Begun
- Can Design Team with the Right Disciplines and Skills
- A New Respect for What Everyone else has to do.
- Team Independence and ProAction
- Cross-Functional Change
- Implementation and not just Improvement
- Policy Can Change
- Procedures Can Change
- Total Picture Understanding
- Culture and Attitude Can Change
- Team Solution/Dialoging, 10 Heads are better than 1.



Team Learning

- Great Team Effort Everyone was Open and Respectful
- It doesn't End with This
- Value Adding Elements
- Use Knowledge vs. Position to Make Decisions and Improve Process
- What's required vs. Legacy
- Work as a Team from Beginning to End
- Focused/Concentrated Improvement Effort
- Stakeholder Support and Sponsorship
- Improvements are Not Recommendations, they are Real

Questions

