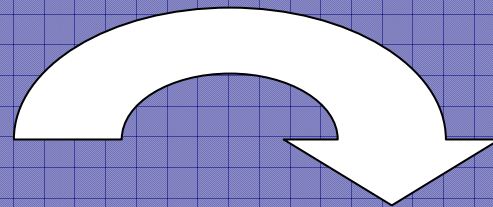


# NHDES LEAN Team

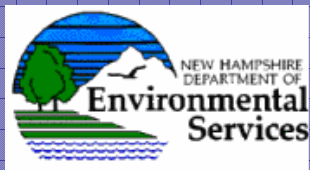
## Case Study # 2010-05

LEAN Team: 603-271-8873

www.des.nh.gov.



### Summary



#### Division

Waste

#### Business Problem

DES staff process several thousand claims a year and reimburses approximately \$15 million a year. Optimizing the claims process to minimize processing and technical staff time while preventing fraud is important.

#### Methodology

Process Mapping

#### Solution

Implementation of a web based claims process. Random and targeted audits of web-based claims will be used to ensure that the change does not create an opportunity for fraud.

#### Benefits/Results

Faster claims processing and reduced staff labor.

#### Key Tools Used

- Process Mapping
- Brainstorming
- Pilot

## Project Name: Oil Reimbursement Processing

The Oil Remediation and Compliance Bureau reimburses \$15 million in corrective action costs a year from four state petroleum reimbursement funds (ODD, FOD, MOD and GREE). To date, over 26,000 reimbursement claims have been processed for the Oil Discharge and Cleanup Fund (ODD Fund) alone.

This lean project was designed to examine the entire reimbursement process and improve the timeliness of reimbursements, optimize the use of technical staff, and increase vigilance against fraud and misuse of state funds. In 2009, the FOD fund was audited by the Office of Legislative Budget Assistant (LBA). The audit report outlined recommendations for reimbursement program operational improvements. Where appropriate, the LBA audit recommendations were incorporated into the lean process.

### The Process

The lean team used process mapping and brainstorming to identify streamlining opportunities for the reimbursement process. The existing process and the proposed future state were mapped and compared. During the lean event, LBA audit recommendations were reviewed and incorporated to make sure that proposed changes were consistent with DES commitments to the LBA.

### The Bumps

Although the lean process went smoothly, the complexity of the claims process and the specialized nature of some of the steps proved daunting. At

several points, it was necessary to interview other staffers to clarify the sequence of steps and procedures that were actually being used.

“Our move to web-based claims needed the systematic and thoughtful evaluation that the lean process promotes. The improvements will be fantastic. There were a lot of moving parts that had to be considered.”

-Gary Lynn, ORCB

The claims process is being revised so that most claims will be web-based. Web-based claims eliminate many of the processing and transcription steps. The change will decrease technical staff labor and claims processing time by about 30 days. Part of the value of the lean process was its ability to identify pitfalls of potential changes. Based on the lean team recommendations, the new process will include high risk claim audits and holds on claims with substandard deliverables.

### Team

- ORCB: Gary Lynn x 8873, Sarah Kirn x 6645 and Worthen Muzzey x 2490
- ARD: Erick Russell x 0886 and Peg Bastien x 4625
- WD: Eric Williams x 2358

### Future Plans

The new web-based claims process was started in October 2010. Initial results are extremely promising.

Charter #2010-06

Date: 12/10/10

Author: G. Lynn

Page 1 of 1

LF#1 Rev. 2