



Overall Strategy: Utilize technology and employee development to increase the efficiency of operations, improve customer satisfaction, and prepare for the potential restructuring of the Division due to changes in the environment.

Vision: To be a national model of Medical Marijuana registration, in which we strive to maintain a culture of collaborative, continuous quality improvement that embraces efficiency and utilizes individual strengths to achieve exceptional customer satisfaction

LONG TERM STRATEGIC OBJECTIVES

FINANCIAL: Obtain funds necessary to improve technology

FY 2020

Ensure total operating expenses for the MMMP do not exceed 90% of the appropriation for operating expenses for FY 2020

Goal Met

- **Reduced Application fees and amendment fees (10/25/2019)**
- **2 temp staff end assignment 12/31/2019**
- **2 temp staff end assignment 6/30/2020**
- **1 limited term staff ended 7/2020**
- **2 student staff reduced due to COVID**

FY 2021

Ensure total operating expenses for the MMMP do not exceed 90% of the appropriation for operating expenses for FY 2021

Internally scan Denials, Amendment Returns, and Miscellaneous – eliminating the cost for these to be outsourced and scanned by GSI.

FY 2022

Ensure total operating expenses for the MMMP do not exceed 90% of the appropriation for operating expenses for FY 2022

Internally Scan Applications and Amendments in addition to all other documents – eliminating the cost for these documents to be outsourced and scanned by GSI.

CUSTOMER SERVICE: Simplify the application and registration management process

Review wish list for online applications and registration management and make upgrades that are possible based on available funds

Goal Met

- **Working with SOS to incorporate Pics on Registry Cards**
- **Accela Enhancements:**
- **Ability to upload physician certification instead of mailing.**

Increase physicians utilizing the online certification portal by 33% or 35 physicians

Goal Met

- **Increased physicians using online portal by 47 (total: 148).**

Process 50% of patient applications through the online application process

Goal Met

- **Increased from 29.14% to 61.63% of Eligible Patients used ACA.**

Process 50% of amendments through the online application process

Goal Met FY 2020

- **Paper Amends – 12,493 (4,098 of kinds available only online) online Amends 2,545.**
- **60% of eligible Amends were done online.**

Print Picture ID on registry card, working with SOS– **3/2021**

Automate Printing Reports in Accela – completed November 2020

Implement Scanning process to internally scan denials, amendment returns, and miscellaneous documents

Increase physicians utilizing the online certifications portal by 20% **(30 new physicians)**

Process **6070%** of patient applications through the online application process

Process **6070%** of amendments through the online application process

Implement Scanning process to internally scan all previous documents and add applications and amendments – eliminating the use of GSI and bringing the scanning and uploading and scanning of all documents in house.

Increase physicians utilizing the online certifications portal by 15% **(27 new physicians)**

Process **7585%** of patient applications through the online application process

Process **7585%** of amendments through the online application process



INTERNAL BUSINESS PROCESSES: Improve processing times and reduce errors

FY 2020

Process 95% of applications received within 8 business days

Maximize processing efficiency through COI initiatives
Continue process evaluations through COI initiatives
Monitor production stats and time studies

Reduce percentage of amendment returns/rejections by 25%
Continue revisions to the online system and online amendment process. Increase the number of patients using the online amendments.

Goal Met
▪ **25.8% less returns than year before**

95% of staff performing data entry will have an error rate of 1% or less

Goal Met
▪ **Staff continue to maintain an error level below 1%**

95% of calls will be answered within 5 minutes
Average Goal Not Met
▪ **91.56% FY average**

95% of staff performing data entry will have an error rate of 1% or less
Average Goal Not Met Due to COVID
▪ **Average 64% within 8 business days**

95% of MMFL certifications will be processed in 1 business day
Goal Met

FY 2021

Process 90**95%** of applications received within 7 business days

Reduce percentage of amendment returns/rejections by 10% (~~20%~~ to 10%)

95% of staff performing data entry will have an error rate of 1% or less

95% of calls will be answered within 5 minutes

95% of RFD's will be processed within **58** business days

98% of MMFL certifications will be processed in 1 business day

FY 2022

95100% of staff performing data entry will have an error rate of 1% or less

100% of calls will be answered within 5 minutes

95% of RFD's will be processed within 5 business days

100% of MMFL certifications will be processed in 1 business day



EMPLOYEE TRAINING & DEVELOPMENT: Provide employees with the training and skills necessary to perform their job duties and prepare for advancement opportunities

FY 2020

Staff will participate in continuous quality improvement training activities
Monthly Team Building/Lean Meetings
CQI trainings

Goal Met Until COVID

All staff will complete at least two professional development activities specific to their classification and competencies

Goal Met Until COVID - Continue to FY 2021

Staff will participate in activities designed to educate them regarding the work processes in other areas of MRA

Goal Met

- 4 MMMP Team members completed the Job Shadow program prior to COVID
- Staff presentations from other areas at the all-staff meetings

80% of Application Processing Section staff (permanent employees) will be trained to answer phones

Goal Partially Met

- 64% of Applications Processing Section staff are trained to answer phones
- This was impacted by COVID and the challenges of training while working at home and the need for more staff processing from home to keep up with METRCS during the Stay at Home

FY 2021

Staff will participate in continuous quality improvement training activities
Monthly Team Building/Lean Meetings
CQI trainings

- Scanning Process
- Virtual Processing improvement

All staff will complete at least three ~~three~~ two professional development activities specific to their classification and competencies – **Online classes available. All staff will complete COVID-19 Keeping you safe at work training**

Staff will participate in activities designed to educate them regarding the work processes in other areas of MRA

- Virtual Job Shadow implementation?
- Attending virtual Social Equity presentations
- Observing virtual inspections?

~~90~~80% of Application Processing Section will be trained to answer phones
Staff will be retrained and the additional 16% will be trained
All staff have received VPN's to facilitate the transition

FY 2022

All staff will complete at least three professional development activities

Staff will participate in activities designed to educate them regarding the work processes in other areas of MRA

100% of Application Processing Section will be trained to answer phones