



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		
Year One	Year Two	Year Three
<p>Ensure total operating expenses for the MMMP do not exceed 90% of the appropriation for operating expenses for FY 2020.</p> <p>This goal was met.</p> <ul style="list-style-type: none"> • 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 	<p>Ensure total operating expenses for the MMMP do not exceed 90% of the appropriation for operating expenses for FY 2021.</p> <p>Internally scan Denials, Amendment Returns, and Miscellaneous – eliminating the cost for these to be outsourced and scanned by GSI.</p> <p>This goal was met.</p> <ul style="list-style-type: none"> • Implementation of upfront scanning (scanning of MMMP paper documents by internal staff before processing) and training of all MMMP staff on the new processes was completed 9/1/2021. • Due to upfront scanning being implemented, all expenses related to paying the outside vendor for scanning documents (on average \$3,768 per month) have been eliminated. 	<p>Ensure total operating expenses for the MMMP do not exceed 90% of the appropriation for operating expenses for FY 2022.</p> <p>This goal is no longer necessary. The purpose for staying under 90% of the appropriation was to fund the online application and upfront scanning projects. Both of those projects are now complete.</p>



CUSTOMER SERVICE: Simplify the application and registration management process

Year One	Year Two	Year Three
<p>Review wish list for online applications and registration management and make upgrades that are possible based on available funds.</p> <p>This goal was met.</p> <ul style="list-style-type: none"> Working with SOS to incorporate Pics on Registry Cards Accela Enhancements: Ability to upload physician certification instead of mailing 	<p>Print Picture ID on registry card, working with SOS– 3/2021 Automate Printing Reports in Accela – completed November 2020</p> <p>This goal was met.</p> <ul style="list-style-type: none"> The automation of the printing reports was completed in 11/2020. Significant progress was made on the joint project with the Michigan Department of State to print registrants' pictures on their registry cards. However, this project will not be complete until early in 11/2021. 	<p>Increase physicians utilizing the online certifications portal by 15% (27 new physicians).</p> <hr/> <p>Process 75 85% of patient applications through the online application process.</p>
<p>Increase physicians utilizing the online certification portal by 33% or 35 physicians.</p> <p>This goal was met.</p> <p>Increased physicians using online portal by 47 (total: 148).</p>	<p>Increase physicians utilizing the online certifications portal by 20% (30 new physicians).</p>	<p>Process 75 85% of amendments through the online application process.</p>
<p>Process 50% of patient applications through the online application process.</p> <p>This goal was met.</p> <p>Increased from 29.14% to 61.63% of Eligible Patients used ACA.</p>	<p>This goal was not met.</p> <ul style="list-style-type: none"> The number of physicians only increased by 7% (11 physicians) instead of the desired 20% (30 physicians). MMMP managers attempted to increase the number of physicians by speaking with all new physicians to explain the benefits of utilizing the online certification process. The physicians who certify patients and continue to use paper certifications have repeatedly expressed no interest in using online certifications. We need to evaluate whether this goal should remain the same or be modified. The goal may not be necessary because there is no indication patients' access to medical marijuana is limited due to the number of physicians who use the online certification process. 	
<p>Process 50% of amendments through the online application process.</p> <p>This goal was met.</p> <ul style="list-style-type: none"> Paper Amends – 12,493 (4,098 of kinds available only online) online Amends 2,545. 60% of eligible Amends were done online. 	<p>Process 60 70% of patient applications through the online application process.</p> <p>This goal was not met.</p> <ul style="list-style-type: none"> Throughout FY 2021, customer service staff were required to provide each caller with information regarding the benefits of the online application and amendment process. Managers or designated employees audited phone calls to ensure customer service provided this information. 67% of eligible patient only applications (62,934 of 93,924) were processed online during FY 2021. 	



- The 70% goal was met twice (3/2021 and 4/2021) in FY 2021.
- 48.9% of all applications (initial and renewal) were processed online in FY 2021.

Process ~~60~~**70%** of amendments through the online application process.

This goal was not met.

- Throughout FY 2021, customer service staff were required to provide each caller with information regarding the benefits of the online application/amendment process. Managers or designated employees audited phone calls to ensure customer service provided this information.
- 24% of all amendments submitted were processed online in FY 2021.
- The highest percentage of eligible amendments processed online was 63% in 5/2021.
- 57.5% of all amendments available online were processed online.



Internal Business Processes: Improve processing times and reduce errors

Year One	Year Two	Year Three
<p>Process 95% of applications received within 8 business days.</p>	<p>Process 95% of applications received within 8 business days.</p>	<p>Process 90 95% of applications received within 7 business days.</p>
<p>(This goal was not addressed in FY 2020 and was carried over for FY 2021)</p>	<p>This goal was met. 97.2% of applications (125,012 of 128,616) were processed within 8 business days in FY 2021.</p>	<p>95 100% of staff performing data entry will have an error rate of 1% or less.</p>
<p>Maximize processing efficiency through CQI Initiatives. Continue process evaluations through CQI initiatives. Monitor production stats and time studies.</p>	<p>Maximize processing efficiency through CQI Initiatives. Continue process evaluations through CQI initiatives. Monitor production stats and time studies.</p>	<p>100% of calls will be answered within 5 minutes.</p>
<p>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.</p>	<p>This goal was partially met.</p> <ul style="list-style-type: none"> • Staff reviewed and updated all processes and procedures to account for remote work and ensure standardized processing. • In addition to decreasing costs, upfront scanning was implemented to increase efficiency and decrease processing times. • The MMMP forms were revised to decrease errors by applicants, but the new forms will not be implemented until FY 2022. This was delayed because implementing upfront scanning was a higher priority. • Most of the process changes were implemented late in FY 2021. As a result, monitoring production statistics and conducting time studies related to these changes was not completed and will occur in FY 2022. 	<p>95% of RFD's will be processed within 5 business days.</p>
<p>This goal was met. 25.8% less returns than year before.</p>		<p>100% of MMFL certifications will be processed in 1 business day.</p>
<p>95% of staff performing data entry will have an error rate of 1% or less.</p>		
<p>This goal was met. Staff continue to maintain an error level below 1%.</p>		
<p>95% of calls will be answered within 5 minutes.</p>		
<p>Average goal was not met. 91.56% FY average.</p>		
<p>95% of staff performing data entry will have an error rate of 1% or less.</p>	<p>Reduce percentage of amendment returns/rejections by 10%.</p>	
<p>Average goal was not met due to COVID. Average 64% within 8 business days.</p>	<p>This goal was not met.</p> <ul style="list-style-type: none"> • In FY 2020, 14.6% of amendments were returned/rejected. • In FY 2021, 13.6% (2,583 of 8,959) of amendments processed were returned or rejected. As a result, there was only a 1% decrease in returns/rejections in FY 2021. • In FY 2021, staff issued an advisory bulletin to registrants explaining how to avoid denials and returns/rejections. • Forms were revised in 2021 but will be implemented in FY 2022. These revisions are intended to decrease denials and returns/rejections and data will be collected and analyzed to see if the new forms have the intended effect. 	
<p>95% of MMFL certifications will be processed in 1 business day.</p>		
<p>This goal was met.</p>		



	<p>95% of staff performing data entry will have an error rate of 1% or less.</p> <p>This goal was met. Staff performing data entry continued to maintain an error rate of 1% or less during FY 2021.</p> <hr/> <p>95% of calls will be answered within 5 minutes.</p> <p>This goal was met. 96.7% of calls (25,549 of 26,415) were answered within 5 minutes in FY 2021.</p> <hr/> <p>95% of RFD's will be processed within 58 business days.</p> <p>This goal was met. 99.5% of RFDs (186 of 187) were processed within 8 business days in FY 2021.</p> <hr/> <p>98% of MMFL certifications will be processed in 1 business day.</p> <p>This goal was met. 98.3% of MMFL certifications and social equity certifications (402 of 409) were processed within 1 business day in FY 2021.</p>	
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EMPLOYEE TRAINING & DEVELOPMENT: Provide employees with the training and skills necessary to perform their job duties and prepare for advancement opportunities

Year One	Year Two	Year Three
<p>Staff will participate in continuous quality improvement training activities. Monthly Team Building/Lean Meetings. CQI trainings.</p> <p>This goal was met until COVID.</p> <hr/> <p>All staff will complete at least two professional development activities specific to their classification and competencies.</p> <p>This goal was met until COVID. Continue to FY 2021.</p> <hr/> <p>Staff will participate in activities designed to educate them regarding the work processes in other areas of MRA.</p> <p>This goal was met.</p> <ul style="list-style-type: none"> • 4 MMMP Team members completed the Job Shadow program prior to COVID. • Staff presentations from other areas at the all-staff meetings. <hr/> <p>80% of Application Processing Section staff (permanent employees) will be trained to answer phones.</p> <p>This goal was partially met.</p> <ul style="list-style-type: none"> • 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. 	<p>Staff will participate in continuous quality improvement training activities. Monthly Team Building/Lean Meetings. CQI trainings.</p> <ul style="list-style-type: none"> • Scanning Process • Virtual Processing improvement <p>This goal was partially met.</p> <ul style="list-style-type: none"> • Staff reviewed and updated all processes and procedures to account for remote work and ensure standardized processing. • Upfront scanning was implemented to increase efficiency and decrease processing times. • The forms were revised to decrease errors by applicants, but the new forms will not be implemented until FY 2022. • Most of the process changes were implemented late in FY 2021. As a result, evaluating the effectiveness of these improvements will occur in FY 2022. • We will evaluate whether to keep this goal for FY 2022 because it has significant overlap with the goal to improve processing through CQI initiatives. <hr/> <p>All staff will complete at least 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.</p> <p>This goal was met. All MMMP staff (24) completed the COVID-19 training and 2 online Civil Service trainings.</p> <hr/> <p>Staff will participate in activities designed to educate them regarding the work processes in other areas of MRA</p> <ul style="list-style-type: none"> • Virtual Job Shadow implementation? • Attending virtual Social Equity presentations • Observing virtual inspections? <p>This goal was not met. The operations director suspended this goal and instructed the managers to focus on higher priority projects (upfront scanning and pictures on the registry card). It was also difficult to pursue these goals because of other sections' time commitments to</p>	<p>All staff will complete at least three professional development activities.</p> <hr/> <p>Staff will participate in activities designed to educate them regarding the work processes in other areas of MRA.</p> <hr/> <p>100% of Application Processing Section will be trained to answer phones.</p>



	<p>internal agency projects and normal work duties.</p> <p>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.</p> <p>This goal was not met.</p> <ul style="list-style-type: none">• 76% of the technicians (13 of 17) have been trained or retrained as of the close of FY 2021.• The one additional technician that was most suitable to be trained in FY 2021 was temporarily reassigned to assist another section within the MRA for a significant period of time. As a result, she was only partially trained in FY 2021 and her training will continue into FY 2022.	
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