

## Lean Ohio Kaizen Event Fact Sheet

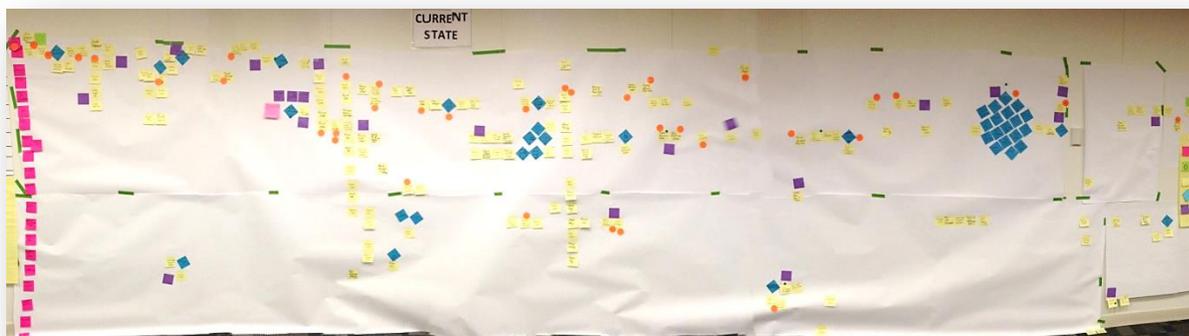
### Ohio Department of Aging, November 1, 2013

**Issue:** Too much variation and unpredictability was complicating the process for relocating nursing home residents when their facilities were unexpectedly closed or terminated. A lack of effective information-sharing between key agencies, along with a cumbersome decision-making process, was causing rework and delays -- and making life difficult affected residents.

Department	Changes to Process	Metrics	As a Result
<b>Ohio Department of Aging</b> Nursing Home Quick Response Team Process  October 28 - November 1, 2013	<ul style="list-style-type: none"> <li>• Reduced the number of process steps from 400 to 112 (72% improvement)</li> <li>• Reduced decision points from 22 to 6 (73% reduction)</li> <li>• Eliminated 11 handoffs (57% reduction)</li> </ul>	The new process will move more than twice as fast – taking about 5 days from start to finish, compared to a maximum of 12 days before, for a projected 58% reduction in process time.	The move will be easier and quicker for nursing home residents who have to relocate to different facilities.

Major Improvement	HOW it was accomplished
Created a standard process that can be applied to any closure or termination	Process redesigned to ensure jobs are in the right hands (e.g., HOME Choice, Recovery using expertise rather than nursing home staff)
Developed a shared web application to be used across agencies	Utilize SharePoint to share all documents throughout process, with all connecting agencies and everyone having access to the same information in real time
Primary decision-making moved to the front of the process	HOME Choice and appropriate assessments conducted at the start of the process, which will more likely dictate that residents in at-risk nursing homes will have opportunity to move to community

#### Current State Process Map



#### Future State Process Map



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