

Lean Ohio Events and Results (12/14/2012)

	Department:	Changes to Process:	Metrics:	As a Result:
35	<p>Treasurer of State</p> <p>Streamlined the process for state agencies to post revenues</p> <p>September 10 – 14, 2012</p> <p>Kaizen Event</p>	<ul style="list-style-type: none"> • Eliminate 122,000 (+) documents and a 66% reduction with a cost savings of \$6,231 • Back desk reallocation of hours, 2080 hours saved and \$64,664 employee cost • Eliminate paper receipts 	<ul style="list-style-type: none"> • Process steps reduced by 44% from 196 steps to 109 steps. • Handoffs reduced 85% from 46 to just 7. • Redirected hours equaling \$91,500 annually for more valuable TOS tasks. 	<p>State agencies will save money by having a faster and more efficient deposit process.</p>
34	<p>Ohio Housing Finance Agency</p> <p>Qualifying eligible homeowners for HHF financial assistance. Homeowners register on-line and are automatically assigned to a housing counseling agency. The counselor assists the homeowner with collecting required documentation, recommends the appropriate program for assistance, and submits the file to the state for underwriting review.</p> <p>July 30-August 3, 2012</p> <p>Kaizen Event</p>	<ul style="list-style-type: none"> • Reduced document requirements. Reduced variation in intake process. • Increased eligibility at pre-registration. “Live” assistance for documentation gathering. • Standardized registration and drop down menus. HCA’s receive only complete packets 	<ul style="list-style-type: none"> • Reduced process lead time from a maximum of 375 days to 45 days, a 95% reduction. • Process steps reduced 44%, from 127 steps to just 71. • Administrative cost reduced by estimate of 2 to 3 million taxpayer dollars. • Estimated 48,000 staff hours redirected to more valuable work. 	<p>Homeowners in need will receive OFHA assistance faster.</p> <p>More Ohio homeowners can be served in order to save their homes.</p>
33	<p>Board of Regents</p> <p>ABLE grants Management</p> <p>Evaluate effectiveness and efficiency of program. Streamline process.</p> <p>July 23-July 27, 2012</p> <p>Kaizen Event</p>	<ul style="list-style-type: none"> • Total process for planning, application, approval, monitoring and reporting reduced from 442 days to 125 days. 	<ul style="list-style-type: none"> • Reduced process lead time by 58% from 442 to 125 days Cost Saving to Ohio grantees of \$15,275 • Time savings to State of 8 weeks of working hours 	<p>Ohio employers will have better pool of prepared worker skills.</p> <p>Provider schools will have applications processed in roughly ¼ the time.</p>

32	<p>Supreme Court/Attorney General</p> <p>Strategic Planning and Goal Identification/Prioritization</p> <p>Continuing on July 13, 2012 and On-going.</p> <p>Strategic Planning</p>	<ul style="list-style-type: none"> • Shared Best Practices. • Identified and Prioritized specific projects for direct assistance to individuals and future funding to support efforts. 	<ul style="list-style-type: none"> • Increased treatment and assistance to individuals in need. • Decreased time spent in court system that does not address root issues of the individual. • Reduced costs on the criminal justice system. • Safer communities. 	<p>The court system will better serve individuals and improved prioritization of service to Ohio's citizens.</p>
31	<p>Development</p> <p>Simplify and clarify supportive housing program application process.</p> <p>Office of Community Development</p> <p>July 9-13, 2012</p>	<ul style="list-style-type: none"> • Reduced process steps from 240 to 67, a 72% reduction • Reduced decision points from 26 to 4, an 85% reduction • Reduced handoffs from 101 to 32, a 68% reduction. • New online application process 	<ul style="list-style-type: none"> • Time to process applications reduced from 297 days to just 125 days, a reduction of 58% • Customer(grantee) savings of \$84,000 a year and 3,600 hours • Savings of \$475,417 a year and 15,847 hours redirected 	<p>With faster eligibility determination and assistance, fewer Ohio families will lose their homes</p>
30	<p>Jobs Ohio / Development</p> <p>Increase speed and efficiency of business loan / incentive process.</p> <p>June 12,13,19-21, 2012</p>	<ul style="list-style-type: none"> • Reduced process steps from 217 to 54, a 75% reduction • Reduced decision points from 13 to 5, a 62% reduction • Reduced handoffs from 102 to 21, a 79% reduction 	<p>Process lead time reduced from 280 days to just 75 days, a reduction of 73%</p>	<p>Ohio will better compete for jobs by processing business loans and incentives faster than other states.</p>
29	<p>Public Safety</p> <p>Ohio State Patrol</p> <p>Decrease time to qualify for admission to academy.</p> <p>June 4-8, 2012</p> <p>Kaizen Event</p>	<ul style="list-style-type: none"> • Reduced process step from 235 to 34, a 74% improvement. • Reduced handoffs from 76 to 11, an 86% improvement • Modified testing process and eliminated redundancies. 	<ul style="list-style-type: none"> • Lead time reduced from a range of 191 days to more than a year, down to 61 days. • Expected increase in applicant to trooper graduate success, from 3% to 100% rate. • On average, recruits will have \$1000 less in out-of-pocket expenses 	<p>Fewer "top prospects" in becoming a state trooper will be lost to other jobs because they tire of waiting months or years to be admitted to the academy.</p>

28	<p>Rehabilitation and Corrections</p> <p>Human Resource Division</p> <p>Prioritize division improvement efforts.</p> <p>May 15, 2012</p> <p>Value Stream Map</p>	<ul style="list-style-type: none"> Identified product families in Human Resource Division and Completed current state value stream map of existing process. 		<p>Improvement efforts will be prioritized and aligned with agency mission and goals.</p>
27	<p>Developmental Disabilities</p> <p>Create a more efficient process to get new employees credentials, computers, software, etc.</p> <p>May 7 – May 10, 2012</p> <p>Kaizen Event</p>	<ul style="list-style-type: none"> Established a “proactive” process for provisioning new employees (credentials, computer, phone, etc.) Better documentation improves collecting credentials, software, etc. at termination. 	<ul style="list-style-type: none"> New hire provisioning process improves from 32 days to 3.5 hours. Collecting technology at termination process improves from 4.5 days to 1 day 	<p>New employees can become productive much sooner if they don’t have to wait as long for the materials and equipment they need to do their jobs.</p>
26	<p>Bureau of Workers’ Compensation</p> <p>Reduce time and cost of modified claims process</p> <p>April 30 – May 4, 2012</p> <p>Kaizen Event</p>	<ul style="list-style-type: none"> Reduced steps in process from 156 to 48, a 70% reduction Handoffs from 54 to 13, a 78% reduction Decisions reduced from 48 to 15, a 69% reduction 	<ul style="list-style-type: none"> Workers return to work an average of 4 days sooner. 63,000 hours of staff time saved and redirected to other critical issues. Projected \$6.7 million in annual savings 	<p>Injured workers will return to work an average of 4 days sooner and a simpler claims process will save the state approximately \$6 million annually.</p>
25	<p>Development</p> <p>HEAP program</p> <p>Reduce the time for determining eligibility for heating assistance</p> <p>April 23-27, 2012</p> <p>Kaizen Event</p>	<ul style="list-style-type: none"> Reduced steps in process from 87 to 43, a 50% reduction Handoffs from 22 to 16, a 27% reduction 	<ul style="list-style-type: none"> Total lead time from as much as 275 days reduced to 21-26 days and a “fast track” of 8-10 days. 	<p>Ohio citizens in need will have faster access to heat for their homes.</p>

<p>24</p>	<p>Transportation</p> <p>Standardize asset data for equipment, parts inventory and materials; reduce hours plus margin for errors; and standardize reporting system</p> <p>March 4-9, 2012</p> <p>Kaizen Event</p>	<ul style="list-style-type: none"> • Reduced duplication of paperwork by 60%. • Reduced overall hours on paperwork from 85/week to 24/week or 72%. 	<ul style="list-style-type: none"> • Eliminated all but one of 264 versions of form 502. • Eliminated all but one version of form EM78. • Redirected 475,000 staff hours to more productive maintenance work. 	<p>ODOT employees can spend more time working on fixing roads and other critical needs if the planning, reporting and inventory process does not require as much time.</p>
<p>23</p>	<p>Rehabilitation Services Commission</p> <p>Reduce the time to complete customer invoice process</p> <p>March 19-23, 2012</p> <p>Kaizen Event</p>	<ul style="list-style-type: none"> • Reduced steps from 75 to 28, a 63% reduction. • Reduced handoffs from 24 to 5, a 79% reduction. 	<ul style="list-style-type: none"> • Phase 1 improvements reduce waiting time from 25 days to 16 days. • Phase 2 (with IT solutions) drops to 13 days, an almost 50% reduction. 	<p>Ohio vendors will see much faster payment of invoices.</p>
<p>22</p>	<p>Public Safety</p> <p>Bureau of Motor Vehicles</p> <p>Decrease time to suspend or reinstate driver's licenses.</p> <p>February 27 - March 2, 2012</p> <p>Kaizen Event</p>	<ul style="list-style-type: none"> • Reduced 56 process steps to 20 (a 64% reduction) • Reduced delays from 13 to 2 (85% reduction) • Reduced handoffs from 9 to 4 (60% reduction). • 50 cover sheets to 1 • 49 workbaskets to 24 	<ul style="list-style-type: none"> • Process time is projected to be reduced up to 50% - - from the current range of 10-22 days to 6-11, once all improvements are in place. 	<p>Motorists who have completed all steps to earning their driver's license can return to work and other responsibilities faster.</p>

<p>21</p>	<p>Board of Regents Program Approval</p> <p>Reduce the time to approve an academic institution's request for new programs.</p> <p>February 27-March 2, 2012</p> <p>Kaizen Event</p>	<ul style="list-style-type: none"> • Steps reduced from 175 to 62, a 65% reduction. • Handoffs reduced from 76 to 25, a 67% reduction. • Reduced # of parallel tracks from 5 to 1. 	<ul style="list-style-type: none"> • Cost savings per review at \$2,500. • Web-Based, streamlined process. • New consultant payment process. • Total lead time reduction from maximum of 20 months to 9 months. 	<p>New degree programs can be more quickly introduced to Ohio students that can better prepare them for Ohio jobs.</p>
<p>20</p>	<p>Governor's Office Workforce Development</p> <p>Determine current and future state.</p> <p>January 30, 2012 – On-going</p> <p>Voice of Customer and Value Stream Mapping</p> <p>Governor's Office (cont.) Workforce Development</p> <p>Determine current and future state.</p> <p>January 30, 2012 – On-going</p> <p>Voice of Customer and Value Stream Mapping</p>	<ul style="list-style-type: none"> • Stakeholders of workforce development are more likely to support improvements if they understand and own them. • Ohio employers and job seekers can be productive and faster with a more efficient process to connect the two. • Focus group held with industry and various schools groups. • Identified current state and desired future state. 		<p>Consensus has been developed on future direction.</p> <p>Developed high level basic future state to communicate and vet with stakeholders and customers.</p>
<p>19</p>	<p>Department of Transportation Real Estate</p> <p>Reduce time and cost for maintaining and storing records.</p> <p>January 23-27, 2012</p> <p>Kaizen Event</p>	<ul style="list-style-type: none"> • Reduced steps from 61 to 11, a 82% reduction. • Reduced handoffs from 22 to 8, a 64% reduction 	<ul style="list-style-type: none"> • Cost to process each records box fell from \$705 to just \$1 by processing documents electronically. • Nine fiscal years of backlog eliminated 	<p>Records will be safer and easier to find, and ODOT staff time and money can be redirected to more mission-critical efforts.</p>

18	<p>Ohio Attorney General</p> <p>Reduce time and errors for collecting unpaid fees.</p> <p>December 2011 & January 20, 2012</p> <p>Kaizen Event</p>	<ul style="list-style-type: none"> • Steps reduced from 238 to 25, a 89% reduction. • Handoffs reduced from 46 to 8, a 83% reduction. 	<ul style="list-style-type: none"> • Costs savings expected between \$255,000 and \$510,000. • Redirected hours: Less time spent on paper processing and more time on collections. 	<p>Monies owed to State of Ohio will be collected much faster and more efficiently.</p>
17	<p>Departments of Health and Developmental Disabilities.</p> <p>Reduce duplication of inspections of nursing homes and ICF-MRs</p> <p>December 28-29, 2011</p> <p>Pre-Kaizen Data Collection and Value stream Mapping</p>	<ul style="list-style-type: none"> • Greater efficiencies will be realized through enhanced coordination across agency lines. 		<p>Duplication of Agency efforts will be reduced saving time and costs.</p>
16	<p>Rehabilitation Services Commission</p> <p>Reduce the time to determine eligibility for vocational rehabilitation services.</p> <p>December 5-9, 2011</p> <p>Kaizen Event</p>	<ul style="list-style-type: none"> • Average process time from 129 days to 30 days. • Process delays from 14 to 2, an 86% improvement <p>88 different models for processing the eligibility determination information to 1</p>	<ul style="list-style-type: none"> • When fully implemented, application process time will be up to 71% faster. • Response time for customer request for help improved from 129 days to just 30 days 	<p>Disabled Ohioans will be able to find jobs faster.</p>
15	<p>Transportation</p> <p>Contract expectations team</p> <p>Team Facilitation</p>	<ul style="list-style-type: none"> • Defined list of acceptable items in current labor contract • Prioritized needs to be presented to negotiating team for ODOT specific. 	N/A	<p>Was presented to DAS</p> <p>Current contract was re-ratified</p>

14	<p>School Facilities Commission</p> <p>Identify and prioritize goals and measures.</p> <p>December 2, 2011</p> <p>Strategic Plan</p>	<ul style="list-style-type: none"> Reviewed mission, vision values, prioritized critical issues and developed goals. 	<ul style="list-style-type: none"> School facilities has aligned their goals and finalized their strategic plan. 	<p>The Commission has a defined plan and overall direction.</p>
13	<p>Department of Public Safety</p> <p>BMV</p> <p>Reduce the amount of time to license new car dealerships and salespeople.</p> <p>October 31 – November 4, 2011</p> <p>Kaizen event</p>	<ul style="list-style-type: none"> Reduced process steps from 102 to 34, a 67% reduction Reduced handoffs from 32 to 14, a 56% reduction Reduced delays from 29 to 7, a 76% reduction Redesigned application 	<ul style="list-style-type: none"> Save up to 184 days issuing license for new dealers – an 83% reduction. Save new dealerships from \$200,000 to \$300,000 in start-up costs. Projected annual savings of \$62,000 Redirect 5,200 labor hours to more critical functions 	<p>New car dealerships will be able to create jobs in Ohio faster and save between \$200,000 - \$300,000 in startup costs.</p>
12	<p>Department of Insurance</p> <p>Reduce the time and costs of responding to customer complaints.</p> <p>October 17-21, 2011</p> <p>Kaizen Event</p>	<ul style="list-style-type: none"> Reduced process steps by 52% Eliminated 56% of process delays Process time from 146 days maximum to 12 days 	<ul style="list-style-type: none"> Backlog of 1,675 issues eliminated. Direct cost savings of nearly \$20,000 annually. Cost avoidance by redirecting hours equal to \$34,000 annually 	<p>Citizens frustrated with Insurance companies will have their concerns addressed several months faster and Department employees can spend more time providing excellent customer service</p>
11	<p>Department of Transportation</p> <p>Reduce the time to register personal aircraft in Ohio.</p> <p>August 15-19, 2011</p> <p>Kaizen Event</p>	<ul style="list-style-type: none"> License processing steps reduced 60%. Collections effectiveness increased from 85% to 100%. 	<ul style="list-style-type: none"> Days to process improved from 275 days to 11 days. Backlog reduced from 12,000 records to 0. Cost savings, avoidance, and revenue enhancement, \$168,550 annually. 	<p>Aircraft owners will be far less inconvenienced as collections are simplified.</p>

10	<p>Department of Public Safety</p> <p>Ohio Highway Patrol</p> <p>Reduce the amount of time required to conduct chemical analysis.</p> <p>August 8-12, 2011</p> <p>Kaizen Event</p>	<ul style="list-style-type: none"> • Steps in process reduced by 33%. • Delays of up to 8 months reduced to 7 days. • 3.3 hours eliminated from chemistry processing time. 	<ul style="list-style-type: none"> • Analysis turnaround time from 83 days to 14 days. • Direct costs of \$67,000 and cost avoidance of \$82,000 annually eliminated. • Redirected staff hours; worth \$116,000 determined. 	<p>Identification of drugs confiscated will be faster and thus conviction rate will improve.</p>
9	<p>Departments of Agriculture and Health</p> <p>Eliminate duplication in food safety inspections.</p> <p>August 8, 2011</p> <p>Special Event –Voice of the Business</p>	<ul style="list-style-type: none"> • Reviewed data to determine agency workload and duplication. • Facilitated hearings with department officials, legislators and customers. 	<ul style="list-style-type: none"> • Food Safety became the primary responsibility of the Department of Agriculture • New process eliminates duplication, customer frustration with savings to be determined. 	<p>Ohio will save money by eliminating duplicative food safety inspection. Businesses will save time through reduced number of state visits.</p>
8	<p>Ohio Attorney General</p> <p>Bureau of Criminal Investigation</p> <p>Reduce the amount of time required to conduct chemical analysis at state crime lab.</p> <p>July 18-22 and August 1, 2011</p> <p>Kaizen Event</p>	<ul style="list-style-type: none"> • Combined 3 processes into one. • Reduced steps from 84 to 53, a 36% reduction. • Reduced storage and delays from 42 days to 10 days. 	<ul style="list-style-type: none"> • Lead time reduced from a maximum of 9 hours to as little as 1.5 hours. • Revised process manuals and introduced new lab protocols. 	<p>Ohio law enforcement agencies can expect faster identification of drug evidence and therefore improved conviction rate.</p>

<p>7</p>	<p>Ohio Attorney General</p> <p>Purchasing Process</p> <p>Reduce time, complexity and costs of purchasing items.</p> <p>June 20-24, 2011</p> <p>Kaizen Event</p>	<ul style="list-style-type: none"> • Purchasing steps reduced by 53%. • 12 separate processes reduced to just 2. • 3 separate forms reduced to 1. 	<ul style="list-style-type: none"> • Time to make payments reduced from 103 days to 36 days. • Average cost avoidance of more than \$20,000 annually just in paperwork costs. 	<p>Payments to Ohio vendors will be processed much faster through a simplified process.</p>
<p>6</p>	<p>Administrative Services</p> <p>Identify and prioritize goals and develop measures</p> <p>Initiated June, 2011</p> <p>Strategic Plan</p>	<ul style="list-style-type: none"> • Reviewed mission, vision, values. • Prioritized critical issues and developed goals 	<ul style="list-style-type: none"> • Strategic plan finalized. Shared with the Governor and Cabinet in Summer of 2011. • Conducted 7 meetings to review and receive feedback on strategic plan with all DAS staff. 	<p>DAS now has a clear Mission and defined strategic plan.</p>
<p>5</p>	<p>Ohio EPA</p> <p>Water Division</p> <p>Reach consensus on creation of new rules/regulations and impact analyses.</p> <p>April – June, 2012 –On-going</p> <p>Special Project – Voice of Customer</p>	<ul style="list-style-type: none"> • Met with stakeholders and identified problems, proposed solutions, and began discussing new rules/regulations and potential impact. 	<ul style="list-style-type: none"> • Informed development of New Rules/Regulations package based on stakeholder input. • Information collected from business and other stakeholders for common sense approach to protecting the environment. 	<p>OHIO EPA stakeholders now have a clearer understanding of rules/regulations that may affect their organizations.</p>

<p>4</p>	<p>Ohio Attorney General Bureau of Criminal Investigation Reduce the amount of time to identify DNA samples April 11-15, 2011 Kaizen Event</p>	<ul style="list-style-type: none"> • Reduced overall process steps by 55%. • Eliminated 81% of unneeded decision points. • Standardized multiple processes. 	<ul style="list-style-type: none"> • Forensic biology process improved from 50 days to 14. • DNA processing improved from 126 days to 21. • Annual cost savings of \$57,000 	<p>DNA evidence is now processed significantly faster for law enforcement agencies around Ohio.</p> <p>Cases and conviction rates should improve with this effort.</p>
<p>3</p>	<p>Taxation Reduce time to process tax appeals March 7-11, 2011</p>	<ul style="list-style-type: none"> • Entry points reduced from 4 to 1 • Process steps reduced from 143 to 96 • Lead time reduced from as much as 32 months to as few as 7-20 days 	<ul style="list-style-type: none"> • As of September 2012, appeals backlog reduced from 18,000 to under 3,000. • Reduce labor costs from \$105 to \$7 per appeal 	<p>Businesses and citizens will have the answer to their tax appeals faster, reducing worry, frustration and interest penalties</p>
<p>2</p>	<p>Administrative Services IT Procurement Reduce time and costs for purchasing IT technology February 13-18, 2011 Kaizen Event</p>	<ul style="list-style-type: none"> • Consolidated from 5 separate processes to 1 streamlined process. • Multiple entry points to one single point of contact. 	<ul style="list-style-type: none"> • 50% faster processing time for purchasing. • DAS to save \$4 million over 5 years with implementation. 	<p>IT hardware/software will be processed and purchased must faster.</p> <p>Agency employee's productivity rates will increase by using the latest technologies.</p>

<p>1</p>	<p>Administrative Services</p> <p>Professional Development</p> <p>Reduce time to process tuition reimbursements.</p> <p>January 10-13, 2011</p> <p>Kaizen Event</p>	<ul style="list-style-type: none"> • Eliminated “batching” from the process. • Consolidated four forms into one for simplification. • All received documents are converted to digital documents. 	<ul style="list-style-type: none"> • Eliminated 270 volume backlog • Reduce process time from up to 10 weeks down to less than 1 week. • Eliminate \$23,000 annual overtime costs. 	<p>State employees will have faster access to continuing education so that changing demand of the work place may be met.</p>
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For detailed information about each event see: <http://lean.ohio.gov/> click “Results”