



Summary of Kaizen Events in Ohio State Government since January 2011

Last Updated: October 5, 2016

KEY:

Changes to Process: Lists the types of waste, unnecessary steps, and red tape removed by improving the process.

Metrics: Identifies projected customer-focused improvements, such as time or cost savings, achieved using Lean.

As a Result: States in plain English why or how these improvements are important to Ohio citizens and businesses.

For more information about individual events, go to lean.ohio.gov

Department	Changes to Process:	Metrics:	As a Result:
<p>Ohio Department of Administrative Services</p> <p>Agency Procurement Process</p> <p>August 29-Sept. 1, 2016</p>	<ul style="list-style-type: none"> • Process steps reduced from 229 to 70 (69% reduction) • Decision points reduced from 36 to 5 (86% reduction) • Reduced non-standard steps (where agency processes were different) from 52 to 0 (100% reduction) 	<ul style="list-style-type: none"> • The central procurement process timeline will be faster once all improvements are implemented • Less paper for suppliers and State of Ohio and lower cost of business with the state for bidders 	<p>The State of Ohio will use a standardized electronic process to make plan-to-procure-to-pay practices more strategic, well-coordinated, standardized, and fully adopted across state government</p>
<p>Ohio Department of Administrative Services</p> <p>Central Procurement Process</p> <p>July 11-15, 2016</p>	<ul style="list-style-type: none"> • Process steps reduced from 174 to 103 (41% reduction) • Decision points reduced from 18 to 12 (33% reduction) • Handoffs reduced from 21 to 9 (57% reduction) 	<ul style="list-style-type: none"> • The central procurement process timeline will be faster once all improvements are implemented • Less paper for suppliers and State of Ohio and lower cost of business with the state for bidders 	<p>Customers of central procurement will see faster service with implementation of one standard process and a one-stop web page</p>
<p>Ohio Attorney General, Bureau of Criminal Investigation</p> <p>Background Check and Expungement Process</p> <p>April 11-15, 2016</p>	<ul style="list-style-type: none"> • Process steps reduced from 355 to 52 (85% reduction) • Decision points reduced from 50 to 10 (80% reduction) • Handoffs reduced from 32 to 15 (53% reduction) 	<ul style="list-style-type: none"> • Potential annual cost savings of \$311,250 from reduced postage, printing, envelopes • Up to 34,500 staff hours will become available to be redirected to other mission-critical work 	<p>Healthcare providers, employers, and families will receive results from background checks up to 80% faster -- speeding up the process for individuals to receive employment, travel authorization, and other business-related services</p>

<p>Ohio Department of Medicaid</p> <p>Pre-Admission Screening and Resident Review Process (PASRR)</p> <p>April 4-8, 2016</p>	<ul style="list-style-type: none"> • Process steps reduced from 128 to 26 (80% reduction) • Decision points reduced from 28 to 7 (75% reduction) • Handoffs reduced from 47 to 20 (57% reduction) 	<ul style="list-style-type: none"> • 3 processes reduced to 1 standard process • Reduced administrative costs (unnecessary processing, Nursing Facility reimbursement, transitions back to the community rather than NF stay) • Fewer Level 2 assessments done by vendor 	<p>The PASRR process will work more efficiently -- connecting clients to services more smoothly, reducing work for nursing facilities, hospitals and the AAAs, and allowing for better oversight by state agencies</p>
<p>Ohio Board of Pharmacy</p> <p>Enforcement Intake</p> <p>March 7-11, 2016</p>	<ul style="list-style-type: none"> • Process steps reduced from 133 to 69 (48% reduction) • Decision points reduced from 33 to 18 (45% reduction) 	<ul style="list-style-type: none"> • 3,784 staff hours will be redirected to other mission critical work • Significant projected cost savings include travel, lodging and paper 	<p>Investigations will move faster with streamlined process that gives agents quicker access to valuable resources</p>
<p>Ohio Department of Natural Resources</p> <p>Administrative Investigation and Discipline Process</p> <p>February 29 - March 4, 2016</p>	<ul style="list-style-type: none"> • Process steps reduced from 91 to 34 (63% reduction) • Decision points reduced from 11 to 6 (45% reduction) • Handoffs reduced from 26 to 13 (50% reduction) 	<ul style="list-style-type: none"> • Process time currently ranges from 70 days to 547 days (depending on the type of administrative investigation), and will be improved to 11-74 days when the new approach is fully implemented • One-third fewer full investigations will be conducted in the field, equivalent to 3,000 freed-up hours that can be redirected to more value-added work 	<p>Overhauled approach for administrative investigations and discipline will clarify and quicken a challenging process</p>
<p>Ohio Housing Finance Agency</p> <p>Homeownership Process</p> <p>February 29 - March 4, 2016</p>	<ul style="list-style-type: none"> • Process steps reduced from 102 to 42 (59% reduction) • Handoffs reduced from 14 to 8 (43% reduction) 	<ul style="list-style-type: none"> • The process time for homeownership loans is projected to be reduced by 15 days 	<p>Home buyers will receive OHFA homeownership products 15 days faster</p>
<p>Ohio Bureau of Public Safety, Bureau of Motor Vehicles</p> <p>BMV Remittance Process</p> <p>February 22-26, 2016</p>	<ul style="list-style-type: none"> • Process steps reduced from 173 to 47 (73% reduction) • Decision points reduced from 115 to 17 (85% reduction) 	<ul style="list-style-type: none"> • Process time will be improved from a range of 3.9- 339.0 days to 7.4-8.05 hours when the improvements are implemented • Potential freed-up labor estimated at 4,435 hours once all changes are in place • Potential direct cost savings estimated at \$8,774, from reduced postage, paper, and 	<p>Mailed-in payments to the BMV will sail through thanks to complete info on incoming forms and centralized mail processing</p>

		envelopes	
<p>Ohio Bureau of Workers' Compensation</p> <p>Percent Permanent Partial</p> <p>February 1-5, 2016</p>	<ul style="list-style-type: none"> • Process steps reduced from 199 to 77 (61% reduction) • Decision points reduced from 56 to 19 (66% reduction) • Delays reduced from 34 to 9 (74% reduction) 	<ul style="list-style-type: none"> • Process time will be reduced from 36-280 days to 14-246 days when improvements are implemented • Potential savings of \$563,401 per year when improvements are implemented -- from 10% fewer exams, 10% reduction in exam no-show rate, paper and postage savings, etc. 	<p>Injured workers will be able to receive compensation sooner through upfront agreements, and through quicker processing done by dedicated regional teams</p>
<p>Ohio Veterans Home (Sandusky)</p> <p>Admissions Process</p> <p>January 25-29, 2016</p>	<ul style="list-style-type: none"> • Process steps reduced from 234 to 68 (71% reduction) • Handoffs reduced from 81 to 25 (69% reduction) • Decision points reduced from 34 to 6 (82% reduction) 	<ul style="list-style-type: none"> • The time to admit a new resident will be reduced from 3-6 months to 1-3 months when the new approach is fully in place • Reduced printing and mailing costs 	<p>Ohio veterans and their families will experience a faster and smoother admission process at Ohio Veterans Home in Sandusky</p>
<p>Ohio Adjutant General's Department</p> <p>Pick, Pack, and Ship Process</p> <p>August 31 - September 4, 2015</p>	<ul style="list-style-type: none"> • Reduced steps from 69 to 37 (46% reduction) • Reduced decision points from 17 to 6 (65% reduction) 	<ul style="list-style-type: none"> • Process time reduced up to 25 minutes per order • Delays reduced from 12 to 3 (75% reduction) 	<p>Improved Pick, Pack, and Ship process ensures faster delivery of goods -- and allows more time for mission-critical work</p>
<p>Ohio Department of Administrative Services</p> <p>Tenant Improvement Process</p> <p>August 3-7, 2015</p>	<ul style="list-style-type: none"> • Reduced steps from 228 to 59 (74% reduction) • Reduced decision points from 48 to 12 (75% reduction) • New process will greatly reduce loopbacks and handoffs 	<ul style="list-style-type: none"> • The Tenant Improvement Project process timeline will be reduced from 3-12 months to 1-8 months (33-67% reduction) • Projected savings of up to \$300,000 per year in actual construction costs 	<p>Tenants will see faster turnarounds on projects to move or improve workspace</p>
<p>Ohio State Board of Pharmacy</p> <p>Licensing Process</p> <p>July 17-21, 2015</p>	<ul style="list-style-type: none"> • Reduced steps from 238 to 42 (82% reduction) • Reduced decision points from 41 to 7 (83% reduction) • Application reduced from 18 pages to 4 pages (78% reduction) 	<ul style="list-style-type: none"> • Process lead time for basic applications reduced from 21 days to 5 days (76% reduction) • New process will redirect over 7,000 work hours per year due to efficiency gains • Cost reduction from mailing and paper estimated at \$50,000 per year 	<p>Basic license applications will go through 16 days faster on average as Pharmacy Board moves to electronic processing</p>

<p>Ohio Attorney General</p> <p>Informal Dispute Resolution</p> <p>July 6-10, 2015</p>	<ul style="list-style-type: none"> • Reduced steps from 182 to 73 (60% reduction) • Reduced handoffs, decisions, and loopbacks from 43 to 22 (49% reduction) 	<ul style="list-style-type: none"> • With the future process, most cases will be completed in 2 days -- compared to an average of 48 days previously 	<p>Most Informal Dispute Resolutions will get done in just two days -- 46 days faster than the previous average time</p>
<p>Ohio Environmental Protection Agency</p> <p>Emergency Response Process</p> <p>June 22-26, 2015</p>	<ul style="list-style-type: none"> • Reduced steps from 155 to 84 (46% reduction) • Reduced handoffs from 30 to 9 (70% reduction) • Reduced decision points from 29 to 14 (52% reduction) 	<ul style="list-style-type: none"> • The new process redirects nearly 1,000 work hours per year due to efficiency gains in night calls, phone follow-up responses, and cost accounting changes. 	<p>Emergency response calls will get to the right responders with greater efficiency and clarity, strengthening the protection of human health and the environment</p>
<p>Ohio Department of Youth Services</p> <p>Interdisciplinary Treatment Team (IDT) Meeting Process</p> <p>April 20-24, 2015</p>	<ul style="list-style-type: none"> • Reduced steps from 195 to 81 (58% reduction) • Reduced handoffs from 90 to 54 (40% reduction) 	<ul style="list-style-type: none"> • The interdisciplinary treatment team meeting process touch time reduced from 2,136-2,848 hours to 1,068-1,808 hours per month • Projected \$3,154 yearly in paper and printing 	<p>Transformed process for treatment teams will strengthen the focus on youth while freeing up 12,000 hours per year for mission-critical activities</p>
<p>Ohio Supreme Court</p> <p>Procurement and Contracts Process</p> <p>March 30 - April 3, 2015</p>	<ul style="list-style-type: none"> • Reduced steps from 131 to 28 (79% reduction) • Reduced decision points from 19 to 12 (37% reduction) • Reduced handoffs from 37 to 15 (59% reduction) 	<ul style="list-style-type: none"> • 1 day to approve purchases of goods under \$5,000 • 4 days to approve service purchases under \$5,000 • \$4,250 in projected material savings per year 	<p>91% of all purchase requests will get processed in 1 day on average with simplified work flow</p>
<p>Ohio Office of Budget and Management, Office of Shared Services</p> <p>Other agencies involved in this Kaizen event: PUCO, MHAS, AGE, DODD, TOS, JFS, DAS</p> <p>Accounts Receivable Process</p> <p>February 27, 2015</p>	<ul style="list-style-type: none"> • Reduced steps from 80-157 to 21 • Reduced decision points from 4-24 to 3 	<ul style="list-style-type: none"> • 5 processes standardized to 1 • Per-transaction processing time reduced from a matter of hours to a matter of seconds 	<p>1 simple accounts receivable process will become standard practice, replacing 5 separate agency processes</p>

<p>Ohio Department of Insurance</p> <p>Enforcement Process</p> <p>January 30, 2015</p>	<ul style="list-style-type: none"> • Reduced steps from 174 to 60 (66% reduction) • Reduced handoffs from 36 to 14 (61% reduction) 	<ul style="list-style-type: none"> • Enforcement Consent process reduced from 60 days to as few as 15 days (75% reduction) • Projected redirected staff hours to core mission work of 1,300 hours per year • Potential paper reduction of 170,000 pages a year 	<p>Streamlined enforcement process will bring faster resolution to complaints regarding insurance agents and agencies</p>
<p>Ohio Department of Youth Services</p> <p>Intervention Hearing Process</p> <p>December 8-12, 2014</p>	<ul style="list-style-type: none"> • Reduced steps from 322 to 54 (83% reduction) • Reduced decision points from 29 to 11 (62%) • Eliminated all 69 known delay points 	<ul style="list-style-type: none"> • Intervention Hearing process reduced from 78 to 34 days • When the improvements are fully implemented, a projected 29,750 hours per year will be made available for mission-critical work • Annual material cost savings of \$11,265 	<p>Thousands of hours will be redirected from paperwork to meaningful interactions with youth, thanks to a transformed intervention hearing process</p>
<p>Ohio Department of Youth Services</p> <p>Youth Orientation Process</p> <p>September 8-11, 2014</p>	<ul style="list-style-type: none"> • Reduced steps from 263 to 65 (75% reduction) • Reduced handoffs from 31 to 15 (52%) • Eliminated 8 delay points 	<ul style="list-style-type: none"> • Orientation process reduced from an average of 30 days to a maximum of 21-30 days 	<p>Improved orientation process will ensure greater personalized training and faster assignments for youth</p>
<p>Ohio Office of Health Transformation</p> <p>BPR Kaizen #1</p> <p>August 25- 29, 2014</p> <p>Process Set #1 (Program initiation through grant award/agreement)</p>	<ul style="list-style-type: none"> • Reduced steps from to 60 to 42 (30% reduction) • Reduced decision points from 10 to 9 (10%) • Reduced process handoffs from 42 to 14 (67%) • Reduced process loop backs from 6 to 1 (83% reduction) 	<ul style="list-style-type: none"> • Transformed 9 processes into 1 standard process (89% reduction) 	<p>The state will be better able to identify grant opportunities and track incoming federal dollars, thanks to a streamlined process that can be modified based on federal regulation updates and unique agency structures and needs</p>
<p>Ohio Turnpike Commission</p> <p>Procurement Process</p> <p>July 14-17, 2014</p>	<ul style="list-style-type: none"> • Reduced steps from 127 to 19 (85% reduction) • Reduced decision points from 20 to 4 (80% reduction) • Reduced process handoffs from 22 to 7 (68% reduction) • Process time will be reduced from a maximum 90 days to a max of 5 days 	<ul style="list-style-type: none"> • Implementing a paperless process, with higher spending limits and purchasing card power, will save 80 hours per request for employees and vendors • Anticipated annual paper, postage, and travel savings of \$133,000 per year as a result of implementing a paperless process 	<p>Procurement process for Turnpike facilities will move up to 85 days faster</p>

<p>Ohio Development Services Agency</p> <p>Home Energy Assistance Program, Administrative Grant Approval Process</p> <p>June 23-27, 2014</p>	<ul style="list-style-type: none"> • Process steps reduced from 211 to 28 (87% reduction) • Decision points reduced from 28 to 5 (82% reduction) • Eliminated 75 points of identified waste in the process 	<ul style="list-style-type: none"> • The total time for the HEAP Administration Grant was reduced from an average of 117 days to 45 days (62% reduction) • Projected annual savings of \$625 for participating agencies printing and postage per year leading to over \$30,000 savings statewide 	<p>Grants for crucial heating and cooling assistance will be processed 10 weeks faster on average</p>
<p>Ohio Department of Rehabilitation and Correction</p> <p>Reception Process</p> <p>June 9-13, 2014</p>	<ul style="list-style-type: none"> • Reduced from 231 to 60 (74% reduction) • Reduced decision points from 16 to 1 (94% reduction) • Eliminated 7 known delays 	<ul style="list-style-type: none"> • By implementing a schedule system at the beginning of the process, the institutions will save 3,406 hours annually • Anticipated annual overtime savings of \$115,804 per year as a result of new a scheduling system 	<p>Streamlined reception process will move inmates more quickly to their home institutions, strengthening safety and family support</p>
<p>Ohio Department of Youth Services</p> <p>Intake Process</p> <p>May 12-16, 2014</p>	<ul style="list-style-type: none"> • Reduced process steps from 273 to 53 (81% reduction) • Reduced decision points from 29 to 1 (97% reduction) • Eliminated all 17 delay points 	<ul style="list-style-type: none"> • Intake process streamlined to 3 days, from a maximum of 4 days • Projected savings of \$376,000 	<p>Youth-focused intake process will ensure better communication, greater personalized attention, and faster assignments to home institutions</p>
<p>Ohio Department of Mental Health & Addiction Services</p> <p>Grant Process Integration</p> <p>March 17-21, 2014</p>	<ul style="list-style-type: none"> • Reduced process steps from 122 to 41 (66% reduction) • Reduced decision points from 17 to 8 (53% reduction) • Reduced handoffs from 20 to 11 (45% reduction) 	<ul style="list-style-type: none"> • Paper reduction of over \$15,000 • Invoice process cost reduction of over \$32,000 • Customer cost savings approximately \$5,000 (\$2.7 million for all customers) • Over 11,000 redirected hours per grant life cycle 	<p>Boards and service providers will have faster access to funds through streamlined reporting and request processing</p>

<p>Ohio Department of Medicaid</p> <p>Field Review Process</p> <p>March 10-14, 2014</p>	<ul style="list-style-type: none"> • Reduced process steps from 218 to 97 steps (55% reduction) • Reduced decision points from 37 to 4 (89% reduction) • Eliminated 8 handoffs (33% reduction) 	<ul style="list-style-type: none"> • The ongoing Medicaid waiver field review process was reduced from an average of 6 months to a projected 4 months • Projected event savings of \$16,000 per year 	<p>Medicaid field reviews will get done 2 months faster while keeping the focus on outcomes</p>
<p>Ohio Attorney General, Bureau of Criminal Investigation</p> <p>Crime Scene Unit Analysis</p> <p>February 10-14, 2014</p>	<ul style="list-style-type: none"> • Reduced process steps from 189 to 96 (49% reduction) • Reduced decision points from 27 to 16 (41% reduction) • Combined 3 reporting documents into one 	<ul style="list-style-type: none"> • Processing time reduced from 102 hours to 58 hours (43% reduction) • Projected savings of approx. \$6,242 in mailing and printing • Projected 1,200 hours of customer delays eliminated • When fully implemented, projected savings in cost avoidance will be \$52,797 for Agent and Office Admin 	<p>Law enforcement will get crucial crime-scene information up to 43% faster</p>
<p>Ohio Attorney General</p> <p>Information Technology Services Call Center Process</p> <p>January 27-31, 2014</p>	<ul style="list-style-type: none"> • Reduced process steps from 84 to 39 step (54% reduction) • Reduced decision points from 12 to 8 (33% reduction) • Eliminated 5 of 10 handoffs (50% reduction) 	<ul style="list-style-type: none"> • It will take just 5 days to get a new employee up and running with all their computer equipment and systems in place and fully operational – 9 days faster than it was taking with the previous process 	<p>IT support from the AG's Office will be easier to request and quicker to arrive for law enforcement agencies, AG employees, and contractors</p>
<p>Public Utilities Commission of Ohio</p> <p>Motor Carrier Registration Process</p> <p>January 13-17, 2014</p>	<ul style="list-style-type: none"> • Reduced process steps from 183 to 26 (86% reduction) • Four distinct workflows reduced to one standardized and documented flow • Process delays reduced from 11 to 2 (82% reduction) 	<ul style="list-style-type: none"> • UCR, Intrastate, and Hazmat process time reduced from 19-51 days to 4.5-10 days (76%-80% reduction) • Walk-in process time reduced from 45-60 minutes to 5 minutes • Projected savings of about \$15,000 in mailing and materials, and a customer savings of over \$10,000 • When fully implemented, over 1,600 PUCO hours can be redirected to other core-mission work yearly 	<p>Motor carriers will receive needed credentials from PUCO up to 80% faster</p>

<p>Ohio Department of Mental Health & Addiction Services</p> <p>Licensure and Certification Process</p> <p>December 2-6, 2013</p>	<ul style="list-style-type: none"> • Reduced process steps from 230 to 47 steps (80% reduction) • Reduced decision points from 62 to 10 (84% reduction) • Eliminated 14 handoffs (57% reduction) 	<ul style="list-style-type: none"> • The new licensure and certification process will save providers 1.5 months per application on average • \$15,210 will be saved annually in direct printing, postage, and travel 	<p>Mental health and addiction services providers will be able to complete <i>one</i> consolidated application for all the services they offer when applying for or renewing their licensure or certification</p>
<p>Ohio Board of Nursing</p> <p>Licensure and Renewal Process</p> <p>November 4-8, 2013</p>	<ul style="list-style-type: none"> • Initial Exam and Endorsements: Reduced steps from 82 to 26 (68% reduction) • Renewal: Reduced steps from 64 to 16 (75% reduction) • Initial and Endorsement: Reduced delays from 29 to 8 (72% reduction) 	<ul style="list-style-type: none"> • Renewal process time reduced from a max of 194 days to a max of 8 days • Initial Exam and Endorsement process time reduced from a max of 100 days to a max of 12 days • At least \$84,000 saved yearly from reduced imaging, scanning, paper, and postage • With the new process requiring fewer work hours, staff time that can be redirected to other work activities has a yearly wage equivalent of \$190,760 	<p>Streamlined licensing process will allow new nurses to work for their employers up to 19 weeks sooner -- while allowing nurses who are already licensed to renew in one-tenth the time</p>
<p>Ohio Department of Aging</p> <p>Nursing Home Quick Response Team Process</p> <p>October 28 - November 1, 2013</p>	<ul style="list-style-type: none"> • Reduced the number of process steps from 400 to 112 (72% improvement) • Reduced decision points from 22 to 6 (73% reduction) • Eliminated 11 handoffs (57% reduction) 	<ul style="list-style-type: none"> • 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. 	<p>The move to a better home will be easier and faster for nursing home residents who have to relocate</p>
<p>Ohio Department of Medicaid</p> <p>Contract Management Process</p> <p>September 30-October 4, 2013</p>	<ul style="list-style-type: none"> • Reduced the number of process steps from 97 to 35 (64% improvement) • Reduced decision points from 26 to 7 (73% improvement) • Reduced 29 handoffs to 10 (66% improvement) 	<ul style="list-style-type: none"> • The Contract Management process time was reduced from a maximum of 154 days to a maximum of 98 days. • The new process will eliminate paper and unnecessary transportation between locations. 	<p>With contracts to be processed up to 42% faster, Medicaid will see quicker delivery of products and services that are essential to operations</p>

<p>Ohio Department of Commerce Unclaimed Funds Division</p> <p>Unclaimed funds claim and payment process</p> <p>August 26-30, 2013</p>	<ul style="list-style-type: none"> • Eliminated 126 process steps – from 154 to 28, for an 82% reduction • Reduced decision points from 36 to 3 (92% reduction) • Reduced waste points from 35 down to 1 (97% reduction) 	<ul style="list-style-type: none"> • The time from submission of a claim to the check being received reduced from 105-162 days to a projected 14-22 days • Direct Cost savings of \$208,000 by eliminating printing and postage 	<p>Ohio citizens who have unclaimed funds will receive their money up to 150 days faster</p>
<p>Office of Budget and Management, Department of Administrative Services</p> <p>Ohio Marketplace commodities purchasing process</p> <p>July 29 - August 2, 2013</p>	<ul style="list-style-type: none"> • Process steps reduced from 90 to 19, a 78% reduction • Decision points reduced from 17 to 6, a 64% reduction • Eliminated 98 points of identified waste in the process 	<ul style="list-style-type: none"> • The time from submitting a requisition to receiving a purchase order reduced from 30 days to 7 days on average • Projected annual savings of at least \$67,000 in reduced paper costs for participating agencies • 171,000 projected staff hours to be available for value-added work 	<p>Ohio's state agencies will process purchase orders 77% faster, resulting in quicker delivery of commodities used for daily operations</p>
<p>Ohio Board of Tax Appeals</p> <p>Decision Writing Process, primarily for home appraisals</p> <p>July 15-19, 2013</p>	<ul style="list-style-type: none"> • Process steps reduced from 170 to 45, a 73% reduction • Decision points reduced from 28 to 8, a 71% reduction • Eliminated 75 points of identified waste in the process 	<ul style="list-style-type: none"> • The time to write a tax appeal decision was reduced from an average of 540 days to an average of 295 days • Projected annual savings of \$30,000 in office costs and paper reduction • Customers save money with less travel 	<p>Ohio taxpayers and home owners will obtain critical tax appeal decisions an average of 245 days faster</p>
<p>Department of Job and Family Services</p> <p>Compliance Audit Process to ensure employers are paying correct unemployment compensation insurance</p> <p>July 8-12, 2013</p>	<ul style="list-style-type: none"> • Process steps reduced from 121 to 32, a 74% reduction • Decision points reduced from 20 to 5, a 75% reduction 	<ul style="list-style-type: none"> • Total time to complete an audit went from 124 to 38 days, a 69% reduction • It is projected the faster process will result in each auditor completing 18 audits per month instead of 6, and 10,800 annually instead of 3,600 	<p>Audits will now meet accreditation standards and three times as many can be completed</p>

<p>Ohio Office of Medical Assistance</p> <p>Medicaid Level 2 Comprehensive Assessment Process</p> <p>June 24 - 28, 2013</p>	<ul style="list-style-type: none"> • Process steps reduced from 340 to 50 steps, an 85% reduction • Decision points reduced from 60 to 10, an 81% reduction • The new process educates users, and communicates with all provider agencies immediately • Eliminated all 132 points of identified waste 	<ul style="list-style-type: none"> • Assessment process reduced from a maximum of 25 days to a maximum of 15 days • 40,000 hours of annual staff time redirected to better service (\$488,800 salary) • Paper reduction will save \$4,128 per year • Ohio's share of the Medicaid savings will be over \$116 million • Balanced Incentive Program savings of \$2,363,482 • Total Projected Savings: \$118,667,068 	<p>Ohio Medicaid consumers will receive medical services 10 days faster. The new process will identify an additional 9,000 consumers annually who can be redirected to more appropriate and preferred home and community based care.</p>
<p>Department of Mental Health</p> <p>Northcoast Behavioral Healthcare</p> <p>Moving mental health patents through appropriate levels of classification and treatment</p> <p>June 10-14, 2013</p>	<ul style="list-style-type: none"> • Process steps reduced from 122 to 36, a 70% reduction • Reduced handoffs from 37 to 6, an 83% reduction • Reduced decision points from 25 to 6, a 76% reduction • Reduced loopbacks from 14 to 6, a 57% reduction 	<ul style="list-style-type: none"> • Total cost savings of \$64,050 • Total projected number of redirected staff hours is 1,895 per year 	<p>Patients will move through appropriate levels of mental health classification and treatment more accurately resulting in a decreased overall length of stay</p>
<p>Ohio Development Services Agency</p> <p>Office of Community Assistance</p> <p>Annual eligibility re-verification for energy assistance programs</p> <p>June 3-7, 2013</p>	<ul style="list-style-type: none"> • Process steps reduced from 140 to 76, a 45% reduction • Identified and eliminated 66 points of waste • Potential loopbacks, or points of rework in the process went from 6 to 1, an 83% reduction 	<ul style="list-style-type: none"> • Savings due to paper reduction projected to be \$605,000 annually • Overall cost savings to all clients due to reduced travel and mail costs projected to be \$972,000 annually • Total projected savings: \$1,577,000 	<p>Energy Assistance Clients will receive credits for utility bills up to 12 weeks faster – keeping the lights on!</p>
<p>Department of Job and Family Services</p> <p>Improving supervisor claim check workflow process to ensure quality processing of unemployment claims</p> <p>June 3-7, 2013</p>	<ul style="list-style-type: none"> • Process steps reduced from 128 to 16, a 43% reduction • Decision points reduced from 5 to 2, a 60% reduction 	<ul style="list-style-type: none"> • The average time it takes for supervisors to check work went from 30 hours a week to 6.5 hours a week, a 78.5% improvement 	<p>Unemployment claims will be processed faster and more accurately, partly because of better data analysis and staff development by supervisors</p>

<p>Department of Job and Family Services, Department of Mental Health</p> <p>Creating an efficient process for Health Home Certification and information exchange</p> <p>May 20-24, 2013</p>	<ul style="list-style-type: none"> • Process steps reduced from 191 to 43, a 77% reduction • Decision points reduced from 18 to 2, an 89% reduction • Eliminated all 54 points of waste 	<ul style="list-style-type: none"> • Health Home Roadmap process time reduced from 120-213 days to a projected 13-36 days, an 83% improvement • Redirected annual staff hours estimated to have a \$52,000 wage equivalent • Processing costs of Business Associate Agreement cut by 50% 	<p>Ohio mental health clients will now have better access to Health Home services to improve the experience of care and quality of life for the client through integrated care</p>
<p>Department of Administrative Services, General Services Division</p> <p>Streamlined billing process for printing</p> <p>April 29 - May 3, 2013</p>	<ul style="list-style-type: none"> • Process steps reduced from 307 to 35 (88% improvement) • Decision points reduced from 50 to 5 (90% improvement) 	<ul style="list-style-type: none"> • Copy Center saves 225 hours per month that can be redeployed to higher priorities • Time to create accurate bills for customers will go from an average of 19 to 9 days, a 52% reduction 	<p>Customer agencies will receive a more accurate and timely bills for their printing jobs and the print shop will spend significantly less time processing those bills</p>
<p>Department of Insurance</p> <p>Streamlined the process for renewing insurance-agent licenses and issuing first-time licenses</p> <p>March 25-29, 2013</p>	<ul style="list-style-type: none"> • Reduced the number of steps in the application and renewal process for individual agents by 26% • For business (multiple agents) applicants and renewals, reduced process steps by 32% • Eliminated 28 decision points -- a 60% reduction 	<ul style="list-style-type: none"> • For applications from individual agents, process time will go from 9.5-97.5 days to 1-33.5 days • For business applications, process time will go from 4-18 days to 1-33.5 days. • 10,931 staff hours once spent in letter preparation and document review will be redirected to value-added work 	<p>Insurance agent applicants will receive licenses in less time and will be able to sell insurance to Ohioans more quickly</p>
<p>Department of Rehabilitation and Correction</p> <p>Streamlined the process for determining an inmate's release status</p> <p>February 11-15, 2013</p>	<ul style="list-style-type: none"> • Replaced two paper forms with one electronic form • Reduced number of work areas involved in the process from 12 to 6 • Out To Court coordinators to be trained at each institution 	<ul style="list-style-type: none"> • The process will take 13 days on average, a 62% improvement over the 34-day average in the past. • Elimination of paper forms will save \$26,100 per year in printing expense. • Elimination of document scanning will allow 1,080 hours to be redirected to mission-critical work 	<p>Courts and law enforcement agencies will save time and money through a faster process for getting inmates to court hearings</p>

<p>Department of Administrative Services Minority Business Enterprise</p> <p>Transformed the Minority Business Enterprise certification process to reduce time and costs</p> <p>February 4-8, 2013</p>	<ul style="list-style-type: none"> • Reduced steps from 84 to 27 (68% improvement) • Developed fast-track process for applicants whose applications are complete and ready to go • Eliminated multiple reviews, standardized forms and checklists, and developed plans for a one-stop application supersite 	<ul style="list-style-type: none"> • Certification approval time cut in half • Cost savings projected at \$156,592 per year from reductions in printing, mailing, and phone • Fully implemented process will require 4,491 fewer work hours per year, for a 30% overall time savings 	<p>Minority businesses will get faster access to state procurement opportunities</p>
<p>State Medical Board</p> <p>Get complaints to the Ohio Medical Board resolved in a more timely manner</p> <p>Jan. 28 - Feb. 1, 2013</p>	<ul style="list-style-type: none"> • The “protocol close” process (for complaints that don’t allege quality of care or regulatory requirement violations), went from 32 steps to 3, a 91% improvement • The process for resolving quality of care complaints that do not result in formal disciplinary action, reduced steps from 113 to 44, a 61% improvement • The subpoena issuance process reduced steps from 76 to 28, a 63% improvement 	<ul style="list-style-type: none"> • For complaints that don’t allege quality of care or regulatory requirement violations, process time will be reduced from 12-44 days to 3-17 days • With quality of care complaints that don’t result in formal disciplinary action, the time to reach resolution will be 4-11 months, compared to 1.4-5.6 years previously • The subpoena issuance process will take 1.4 months to 5 months compared to 5.6 months to 2.7 years • The cumulative reduction in steps will allow the wage equivalent of \$340,000 in staff time to be redirected to other core services 	<p>Citizens will receive much quicker resolutions to their complaints about licensed medical professionals -- which could mean that wrongly accused professionals are exonerated more quickly or that guilty professionals are removed sooner</p>
<p>Treasurer of State</p> <p>Streamlined the process for state agencies to post revenues</p> <p>September 10 – 14, 2012</p>	<ul style="list-style-type: none"> • Eliminated paper receipts • Process steps reduced from 196 steps to 109 steps, a 44% reduction • Handoffs reduced from 46 to just 7, an 85% improvement • Redirected hours equaling \$91,500 annually for more valuable TOS tasks 	<ul style="list-style-type: none"> • Eliminated over 122,000 documents, a 66% reduction for a cost savings of \$6,231 • Reallocation of 2080 staff hours saved \$64,664 employee cost • Annual savings to taxpayers of \$91,500 	<p>State agencies will save money by having a faster and more efficient deposit process</p>

<p>Ohio Housing Finance Agency</p> <p>Qualifying eligible homeowners for HHF financial assistance</p> <p>July 30-August 3, 2012</p>	<ul style="list-style-type: none"> • Process steps reduced from 127 to 71 steps, a 44% reduction • Increased eligibility at pre-registration • Added “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 • Administrative cost reduced by estimate of 2 to 3 million taxpayer dollars • Estimated 48,000 staff hours redirected to more valuable work 	<p>More Ohio homeowners can be served, and receive assistance faster in order to save their homes</p>
<p>Board of Regents ABLE Grants Management</p> <p>Evaluate effectiveness and efficiency of program. Streamline process</p> <p>July 23-July 27, 2012</p>	<ul style="list-style-type: none"> • Process simplified from 220 steps to 93 steps, a 58% reduction • Decision points reduced from 17 to 9, a 47% reduction • Handoffs reduced from 60 to 21, a 65% improvement 	<ul style="list-style-type: none"> • Process for planning, application, approval, monitoring and reporting reduced from 442 to 125 days, a 58% improvement • Cost Saving to Ohio grantees of \$15,275 • Time Savings to State of 8 weeks of working hours 	<p>Ohio employers will have a better pool of skilled workers, and provider schools will have applications processed in roughly one fourth the time</p>
<p>Development Services Agency Office of Community Development</p> <p>Simplify supportive housing program application process</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 	<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 • Savings of \$475,417 a year and 15,847 hours of staff time redirected 	<p>Ohio citizens in need will be able to get temporary housing help faster</p>
<p>JobsOhio, Development Services Agency</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 	<ul style="list-style-type: none"> • Process lead time reduced from 280 days to just 75 days, a reduction of 73% 	<p>Ohio will better compete for jobs by processing business loans and incentives faster than other states</p>
<p>Public Safety Ohio State Highway Patrol</p> <p>Decrease time to qualify state trooper applicants for admission to academy</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 	<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 	<p>More high quality state troopers can be graduated from the academy with an efficient process that does not lose top prospects</p>

June 4-8, 2012	<ul style="list-style-type: none"> • Modified testing process and eliminated redundancies • Fewer trips to Columbus 	<ul style="list-style-type: none"> • On average, recruits will spend \$1,000 less in out-of-pocket expenses 	
<p>Developmental Disabilities</p> <p>Create a more efficient process to get new employee credentials, computers, software, etc.</p> <p>May 7 – May 10, 2012</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 will become productive much sooner when they don’t have to wait as long for materials and equipment</p>
<p>Bureau of Workers’ Compensation</p> <p>Reduce time and cost of modified claims process</p> <p>April 30 – May 4, 2012</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>
<p>Development Services Agency HEAP program</p> <p>Reduce the time for determining eligibility for heating assistance</p> <p>April 23-27, 2012</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 reduced from as much as 275 days to 21-26 days • Created a “fast track” of 8-10 days 	<p>Ohio citizens in need will have faster access to heat for their homes</p>
<p>Opportunities for Ohioans with Disabilities</p> <p>Reduce the time to complete customer invoice process</p> <p>March 19-23, 2012</p>	<ul style="list-style-type: none"> • Reduced steps from 75 to 28, a 63% improvement • Reduced handoffs from 24 to 5, a 79% improvement 	<ul style="list-style-type: none"> • Phase 1 improvements reduce waiting time from 25 days to 16 days • Phase 2 (with IT solutions) is projected to drop waiting time to 13 days, an almost 50% reduction 	<p>Ohio vendors will see much faster payment of invoices</p>
<p>Department of Transportation</p> <p>Standardize asset data for equipment, parts inventory and materials; standardize reporting system</p>	<ul style="list-style-type: none"> • Reduced overall hours spent on paperwork from 85/week to 24/week, a 72% improvement • Eliminated all but one of 264 versions of form 502 • Eliminated all but one 	<ul style="list-style-type: none"> • Redirected 475,000 staff hours to more productive maintenance work • Reduced duplication of paperwork by 60% 	<p>ODOT employees can spend more time working on fixing roads and other critical needs because the planning, reporting and inventory process is faster</p>

March 4-9, 2012	version of form EM78		
<p>Public Safety Bureau of Motor Vehicles</p> <p>Decrease time to suspend or reinstate driver's licenses</p> <p>February 27 - March 2, 2012</p>	<ul style="list-style-type: none"> • Reduced 56 process steps to 20, a 64% reduction • Reduced delays from 13 to 2, an 85% reduction • Reduced handoffs from 9 to 4, a 60% reduction • 50 cover sheets to 1 • 49 workbaskets to 24 	<ul style="list-style-type: none"> • Process time is projected to be reduced from 10-22 days to 6-11 days, a 50% improvement 	<p>Motorists who have completed all steps to earning their driver's license can return to work and other responsibilities faster</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>	<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 • Web-Based, streamlined process • New consultant payment process 	<ul style="list-style-type: none"> • Cost savings per review at \$2,500 • 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>Department of Transportation Real Estate</p> <p>Reduce time and cost for maintaining and storing records</p> <p>January 23-27, 2012</p>	<ul style="list-style-type: none"> • Reduced steps from 61 to 11, an 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 • 9 fiscal years of backlog eliminated 	<p>Records will be safer, easier to find, and less expensive to maintain</p>
<p>Ohio Attorney General</p> <p>Reduce time and errors for collecting unpaid fees</p> <p>December 2011, January 20, 2012</p>	<ul style="list-style-type: none"> • Steps reduced from 238 to 25, an 89% reduction • Handoffs reduced from 46 to 8, an 83% reduction 	<ul style="list-style-type: none"> • Costs savings expected between \$255,000 and \$510,000 • Re-directed hours: Less time spent on paper processing and more time on collections 	<p>Monies owed to the State of Ohio will be collected much faster and more efficiently</p>
<p>Opportunities for Ohioans with Disabilities</p> <p>Reduce the time to determine eligibility for vocational rehabilitation services</p>	<ul style="list-style-type: none"> • Process delays from 14 to 2, an 86% improvement • 88 different models for processing the eligibility determination information to 	<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 will from 129 days to just 30 days when all of 	<p>Ohioans with disabilities will be able to find jobs faster</p>

December 5-9, 2011	1	the changes are in place	
<p>Department of Public Safety Bureau of Motor Vehicles</p> <p>Reduce the amount of time to license new car dealerships and salespeople</p> <p>October 31 – November 4, 2011</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 \$200,000 to \$300,000 each in start-up costs • Projected annual savings - \$62,000 to the state • Redirect 5,200 labor hours 	<p>New car dealerships and sales people will be able to sell cars faster, create jobs in Ohio</p>
<p>Department of Insurance</p> <p>Reduce the time and costs of responding to customer complaints</p> <p>October 17-21, 2011</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 to be eliminated • Direct cost savings of nearly \$20,000 annually • Cost avoidance by redirecting hours equal to \$34,000 annually • Staff's redirected hours were moved to the help desk, and average wait time went from about 45 minutes to less than 2 	<p>Citizens frustrated with Insurance companies will have their concerns addressed several months faster</p>
<p>Department of Transportation</p> <p>Office of Aviation</p> <p>Reduce the time to register personal aircraft in Ohio</p> <p>August 15-19, 2011</p>	<ul style="list-style-type: none"> • License processing steps reduced 60% • Fees are now collected from 100% of aircraft owners, up from 85% 	<ul style="list-style-type: none"> • Backlog reduced from 12,000 records to 0 • Cost savings, avoidance, and revenue enhancement anticipated to be \$168,550 annually • The new process, when implemented the spring of 2013, should reduce time to register aircraft from 275 days to 11 days 	<p>Aircraft owners will be able to register their aircraft 264 days faster on average.</p>
<p>Department of Public Safety Ohio State Highway Patrol</p> <p>Reduce the amount of time required to conduct chemical analysis</p> <p>August 8-12, 2011</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 to more mission critical work 	<p>Identification of confiscated drugs will be faster potentially improving conviction rates</p>

<p>Ohio Attorney General Bureau of Criminal Investigation</p> <p>Reduce amount of time to conduct chemical analysis at state crime lab</p> <p>July 18-22, August 1, 2011</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 to 10 days • Revised process manuals and introduced new lab protocols 	<ul style="list-style-type: none"> • Lead time reduced from a maximum of 9 hours to as little as 1.5 hours 	<p>Ohio law enforcement agencies can expect faster identification of drug evidence</p>
<p>Ohio Attorney General</p> <p>Reduce time, complexity and costs of purchasing</p> <p>June 20-24, 2011</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</p>
<p>Ohio Attorney General Bureau of Criminal Investigation</p> <p>Reduce the amount of time to identify DNA samples</p> <p>April 11-15, 2011</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 to 14 days • Annual cost savings of \$57,000 • Despite a 40% increase in requests, by January 2012 time to identify DNA was reduced from 126 to 21 days 	<p>DNA evidence is now processed significantly faster, potentially improving conviction accuracy</p>
<p>Taxation</p> <p>Reduce time to process tax appeals</p> <p>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 fewer than 3,000 • Will reduce labor costs from \$105 to \$7 per appeal 	<p>Businesses and citizens will have the answer to their tax appeals faster</p>
<p>Administrative Services IT Procurement</p> <p>Reduce time and costs for purchasing IT technology</p> <p>February 13-18, 2011</p>	<ul style="list-style-type: none"> • Consolidated from 5 separate processes to 1 • Multiple entry points to one single point of contact 	<ul style="list-style-type: none"> • 50% faster processing time for purchasing • Savings of up to \$4 million could accrue in five years throughout DAS due to better-coordinated bulk purchases of equipment, longer equipment life, standardization of parts and support, and other factors 	<p>Employees will have faster access to hardware and software, and be more effective by using the latest available technologies</p>

<p>Administrative Services Professional Development</p> <p>Reduce time to process tuition reimbursements</p> <p>January 10-13, 2011</p>	<ul style="list-style-type: none"> • Process steps reduced from 40 to 17, a 58% decrease • Eliminated “batching” from the process • Consolidated four forms into one for simplification • All received documents are converted to digital documents • In July of 2013 rolled out on-line application 	<ul style="list-style-type: none"> • In 2011 the team eliminated a 270 volume backlog • Savings of \$23,000 annually by eliminating overtime costs • <i>Update: In July 2013, the approval and reimbursement process was further improved with implementation of phase 3, providing online applications. Approvals are now made the same day instead of in 6 weeks.</i> 	<p>State employees will have faster access to continuing education</p>
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For more information about individual events, go to lean.ohio.gov