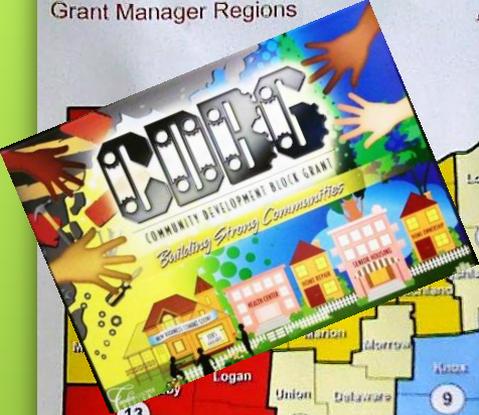


Homelessness and Supportive Housing
Grant Manager Regions

Ohio Department of
Development
John R. Kasich, Governor Christiane Schmenk, Director



Ohio Department of Development Kaizen Event Report Out

Office of Community Development,
Supportive Housing Grant Lifecycle

July 9-13, 2012

Team "OCD" About Improvement



Ohio

**Department of
Development**

The Team

Scott Gary – Team Leader
Kim Alexander
Jacqui Buschor
Patrick Hart
Bob Johnson
Jonathan McKay
Samantha Webb
Linda Kramer - Daybreak
Scot Burbacher – Data Systems
Bradley Woods – Data Systems
Wendy VanOver – Fiscal
Shana Garrett – Affordable Housing
Betsy Giffin – Compliance Area
Cindy Money – Dept. of Taxation
**Mary Oakley – Community/Economic
Development**



Stakeholders

- *Taxpayers*
- *Grantees*
- *Homeless Persons*
- *Low-income Ohioans*
- *Communities*

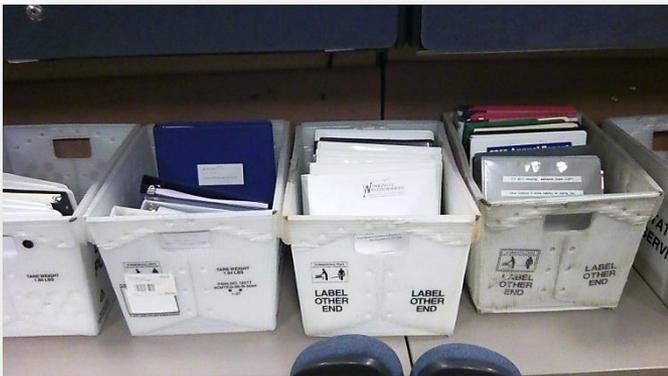


Background

To review all Supportive Housing section programs without unnecessary limitations to determine the overall design of future program year models to produce the most effective results as efficiently as possible for all customers.

Scope of Event

Application Vehicle
Application Review/Award
Grant Implementation
Performance Evaluation/Close-Out



Out of Scope

The basis for transformation is improving the process with...

- ⦿ No additional staff.
- ⦿ No additional money.
- ⦿ No IT solutions until the process is improved.
- ⦿ No changes to laws or labor contracts.
- ⦿ No one loses their job because of the Kaizen event, although duties may be modified.

Project Goals

- 1. Eliminate data quality errors in the “application review through grant award” timeframe
- 2. Reduce the amount of time between receipt of Final Performance Report and Grant close-out
- 3. Achieve maximum customer understanding of programs and components.



Baseline Data

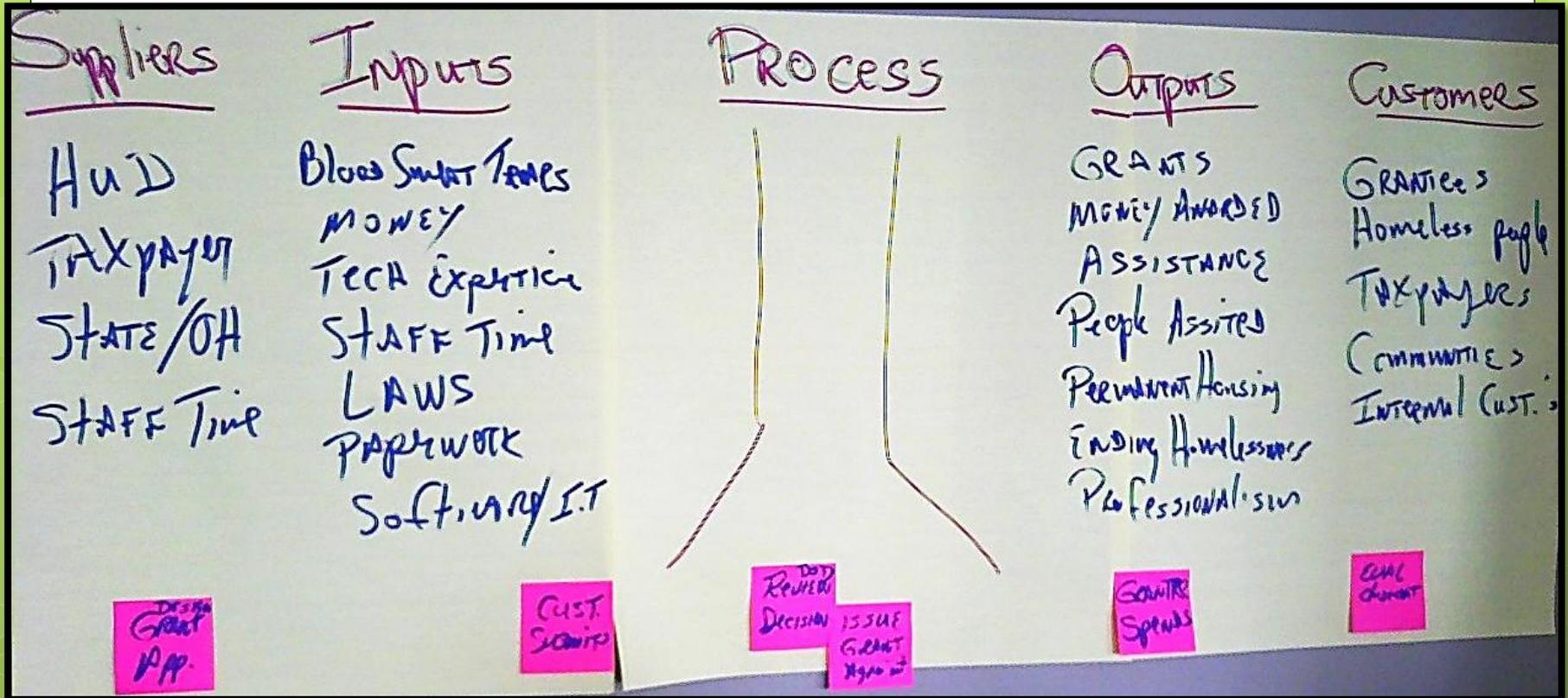
Grantee	Lead Reviewer	TotalRequest	TotalAward	ShelterAward <i>Emergency</i>	SHAward <i>Lower Term</i>	PSHAward <i>Permanent</i>
Scioto Christian Ministry	Patrick Hart	\$157,500	\$157,700	\$157,700	\$0	\$0
YWCA of Canton	Kim Alexander	\$606,500	\$606,500	\$336,600	\$154,900	\$115,000
Battered Women's Shelter	Kim Alexander	\$148,900	\$108,000	\$0	\$108,000	\$0
Interfaith Hospitality Network of Summit County	Kim Alexander	\$211,900	\$0	\$0	\$0	\$0
Trumbull County Mental Health and Recovery Board	Patrick Hart	\$195,600	\$187,000	\$0	\$187,000	\$0
Counseling Services of Tuscarawas Valley, Inc.	Bob Johnson	\$64,600	\$64,600	\$0	\$64,600	\$0
YWCA of Van Wert	Patrick Hart	\$213,200	\$179,700	\$0	\$179,700	\$0
New Housing Ohio, Inc.	Bob Johnson	\$516,200	\$516,200	\$183,700	\$332,500	\$0
Metropolitan Housing Authority	Bob Johnson	\$226,800	\$226,800	\$0	\$226,800	\$0
Save, Incorporated	Kim Alexander	\$181,100	\$150,000	\$0	\$150,000	\$0
Liberty Center Connections, Inc.	Kim Alexander	\$402,200	\$314,600	\$183,200	\$131,400	\$0
TOTAL REQUEST via Column Totals: (O ANB; BU CM)		\$20,324,956	\$18,243,700	\$8,302,100	\$7,479,500	\$2,462,100
TOTAL AWARD via Column Totals: (N1...N121)						
				77	38	40
				# of awards	# of awards	# of awards

\$20,324,956	\$18,243,700	90%	100%
Total Request of Applications Reviewed	Total Award of Applications Reviewed	Percent of Request (for Apps Reviewed)	Percentage of Apps Reviewed

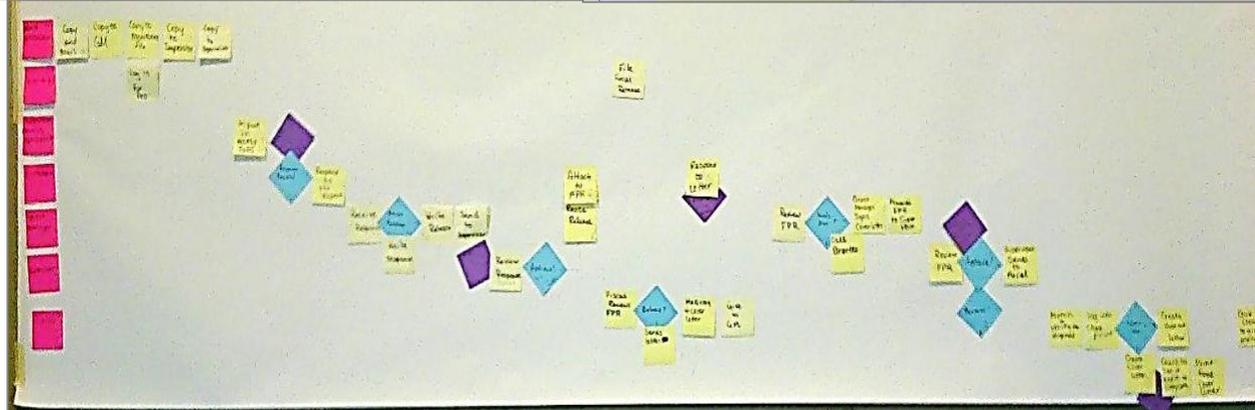
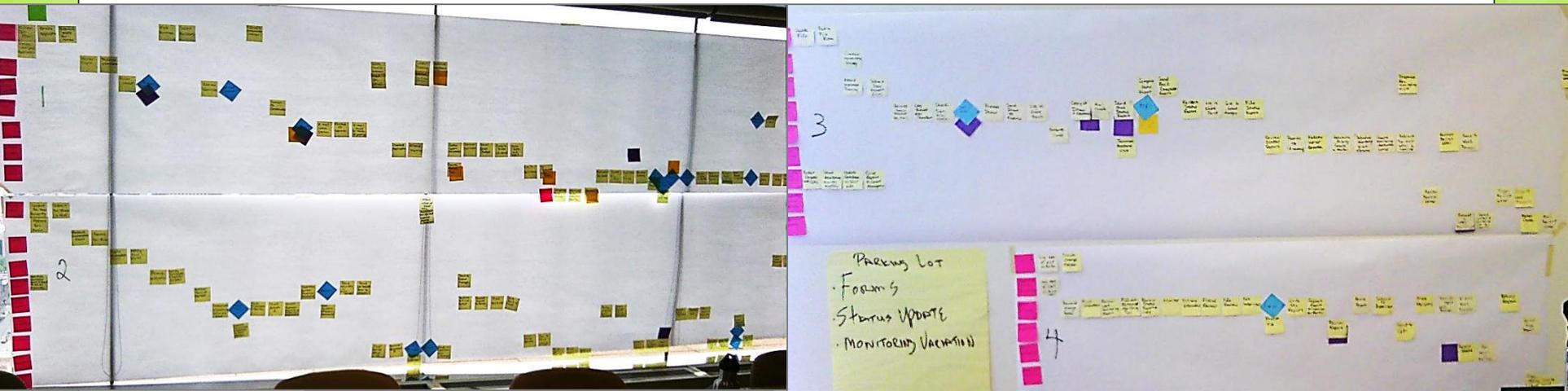
\$236,000	\$18,007,700	\$18,243,700	84%
1-year amount	2-year amount	Total	% Awarded

\$21,717,100	\$3,473,400
Total Available	Balance

High Level Process - SIPOC



Current-State Process Map



240 Steps – 26 Decisions – 101 Handoffs

Orange “Post-its” are points of waste!

Intense work identifying Value and Waste



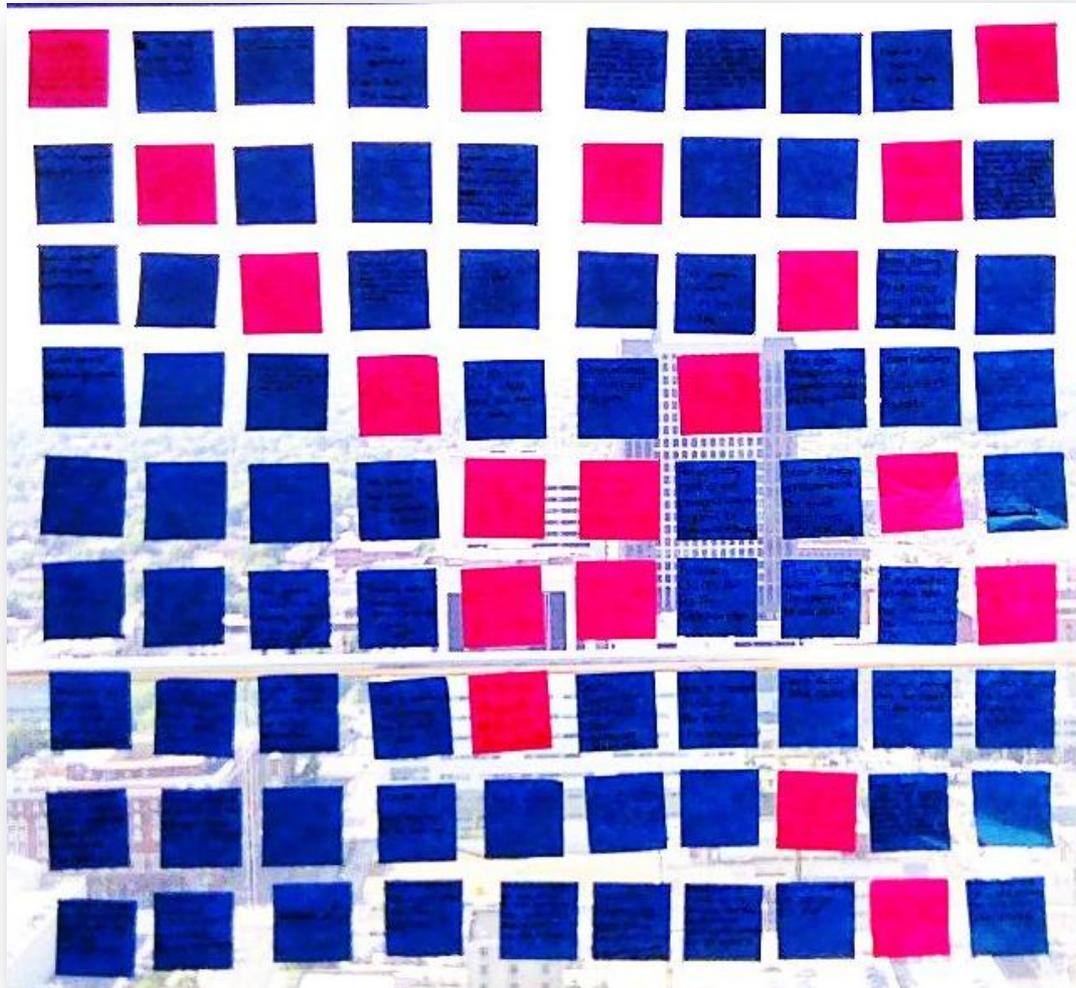
85 Points of Waste Identified

The original processes had:

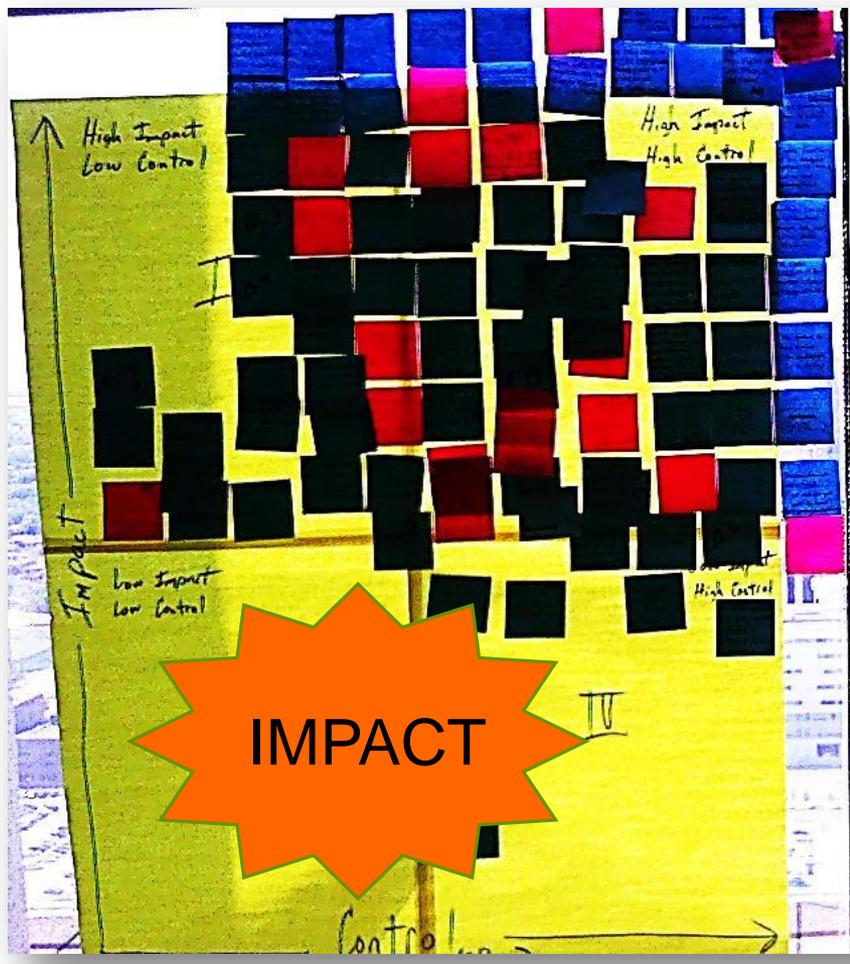
- Too many steps
- Too many handoffs
- Too many delays
- Too much TIM WOOD



The team brainstormed and evaluated more than 100 improvement ideas



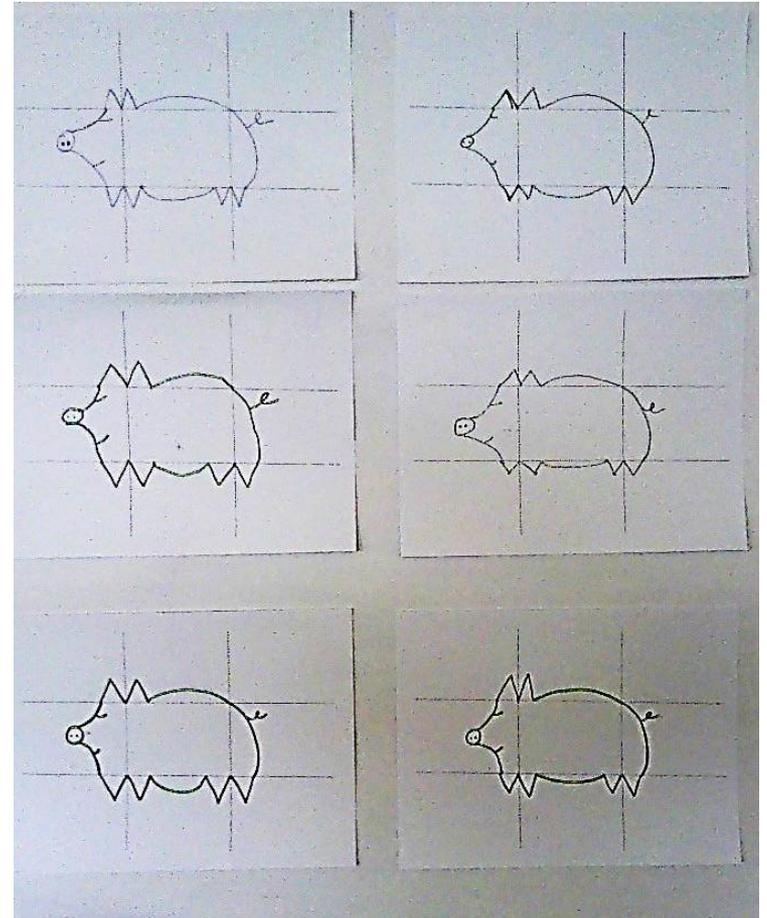
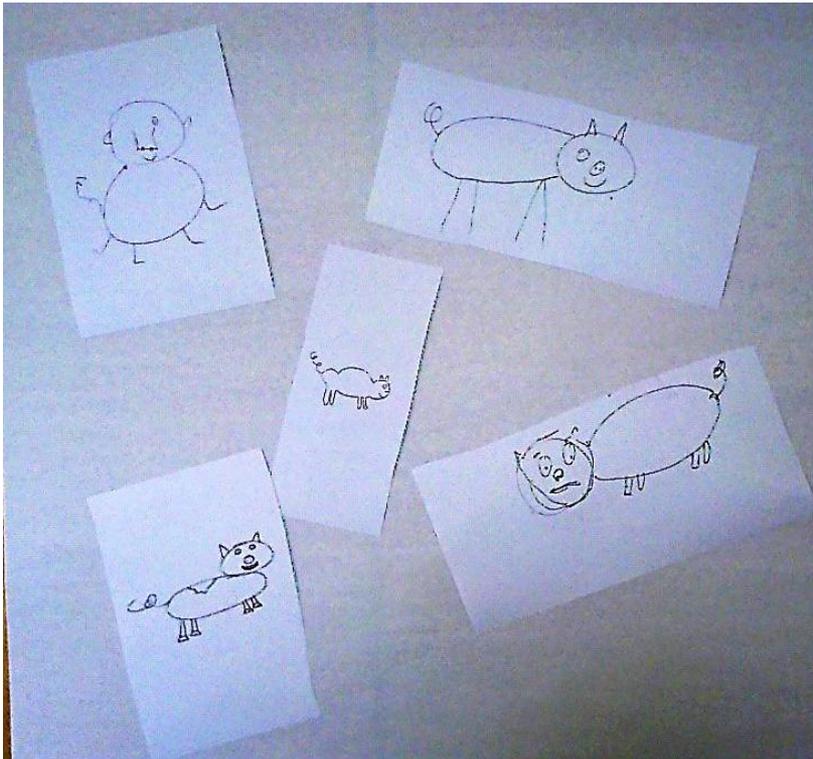
The team analyzed and evaluated all of the ideas



Categorized

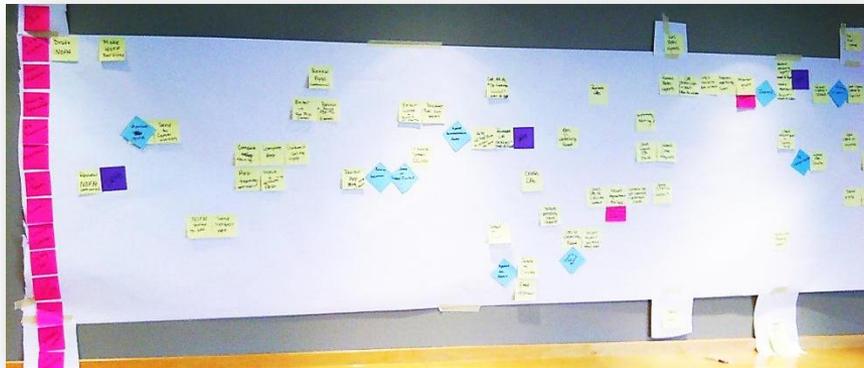
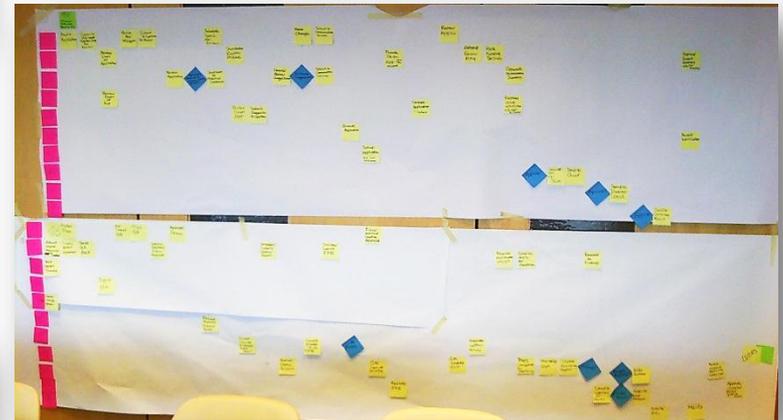
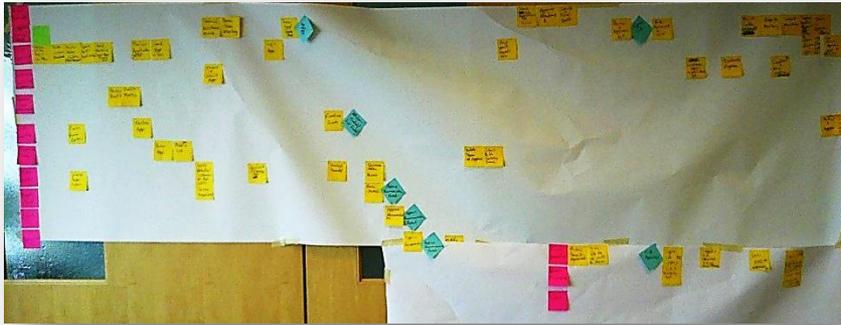
- | Group A | 11/3 | Group B | 10/2 |
|---|------|--|------|
| <ul style="list-style-type: none"> 1. Eliminate as many points of approval as possible. 2. Move all revisions to one spot near the end. 3. Better error checking in IT systems 4. Online applications 5. Better control of financial information 19. Grant managers sign their own communications with partners | | <ul style="list-style-type: none"> 1. Control the process that leads to something in execution and start, slow it, start on appropriate dates 2. Don't let the work flow get lost in the process 3. Communication with the process 4. Don't let the process get lost in the process 5. Don't let the process get lost in the process 6. Don't let the process get lost in the process 7. Don't let the process get lost in the process 8. Don't let the process get lost in the process 9. Don't let the process get lost in the process 10. Don't let the process get lost in the process | |
| <ul style="list-style-type: none"> 6. Specialized fiscal staff by program 8. Identify possible problematic trouble spots as a team before implementation 10. IT solution to notify (internal or external) if when apps are moved from stage to stage | | <ul style="list-style-type: none"> 11. Don't let the process get lost in the process 12. Don't let the process get lost in the process 13. Don't let the process get lost in the process 14. Don't let the process get lost in the process 15. Don't let the process get lost in the process 16. Don't let the process get lost in the process 17. Don't let the process get lost in the process 18. Don't let the process get lost in the process 19. Don't let the process get lost in the process 20. Don't let the process get lost in the process | |

Review of Standardization



Clean Sheet Redesign

Ideas turned into actions!

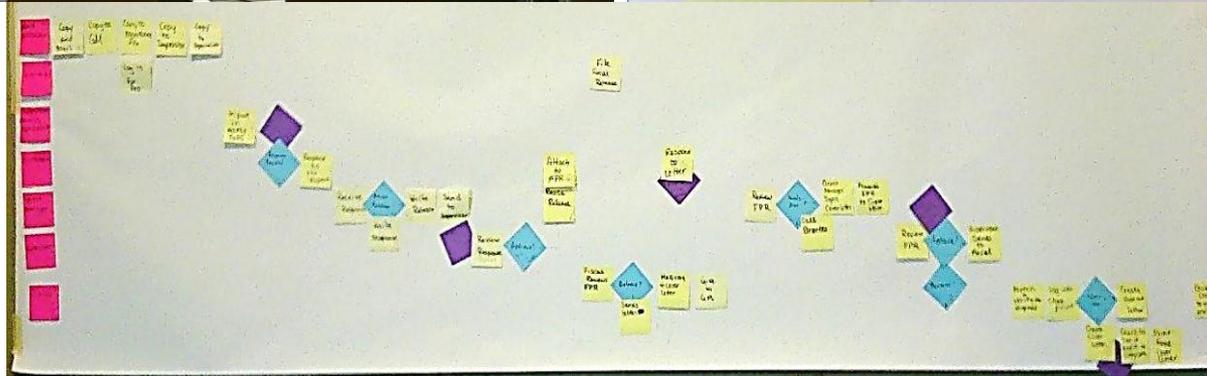
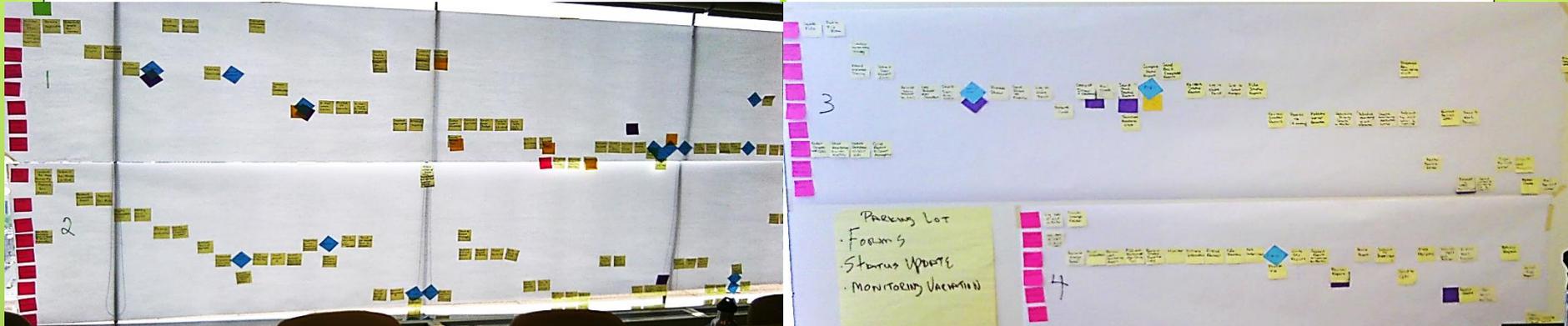


Future State

67 Steps – 4 Decisions – 3 Loopbacks



Old Process 240 Steps 101 Handoffs



New Process

67 steps 32 handoffs



Scorecard - Process

Measure	Current Level	NEW	Change
Process Steps	240 steps	67 steps	72%
Decision Points	26	4	85%
Handoffs	101	32	68%
Loopbacks	14	3	79%
Process Lead Time Does not include grant period	261 to 297 days	110 to 125 days	58%

More Results

- ⦿ More accountability
- ⦿ Improved application process
- ⦿ Standardization of forms and letters
- ⦿ Faster processing and reviews
- ⦿ More efficient monitoring tools
- ⦿ Better use of technology
- ⦿ Better utilization of staff



Improvement Summary

Current Key Issues

- Amount of time from application receipt to award announcement to grant agreement completion
- Reduced the redundancy of steps in the process
- Need to reduce to number of handoffs and loopbacks
- Number of FPRs awaiting closure after 6 months of receipt

How We Fixed It

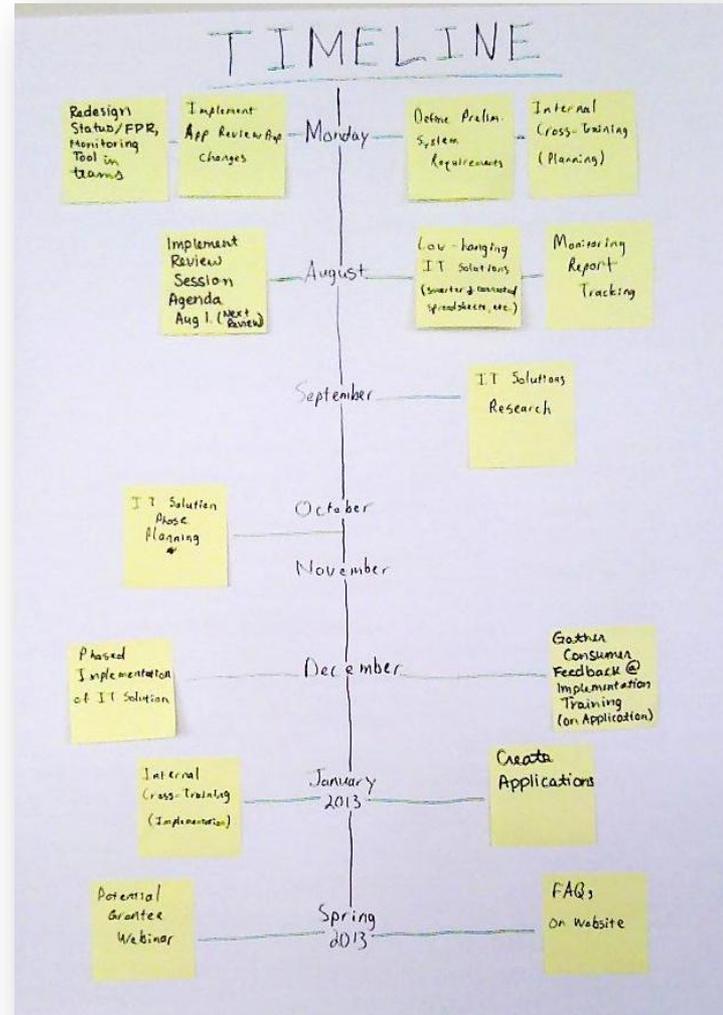
- Reduction in data entry error by Online Application
- Consolidation of data sources
- Increase staff ownership and accountability, changed from push to pull system
- Implements specific monitoring timelines

Implementation Plans

- Time Line Plan
- Policy/Procedures/Protocols Plan
- Application
- Forms Plan
- Information Technology
- Status/FPR Report Plan
- Training/Communications Plan
- Monitoring Plan



Implementation Timeline



Application Plan

Forms Available
Online

Application		
WHAT	WHO	WHEN
Consumer Feed back on Application	SH Section (Specialist)/ Consumer	Feb Ongoing
Draft Apps	SH Specialist	Late September
Final Draft App	SH Specialist/ Supervisor	January
App Online for Beta testing <small>Internal external</small>	IT/ SH Sect.	Feb → Apr
App Live	IT	May

Training and Communications Plan

New
Internal/External
Training

What	TRAINING Who	(Comm) When
Internal Cross-Training of Programs Data Available/IT/Finance/Recal/SH	Management (Scott, Betsy)	Planning - now Implementation - Jan. 2013
New Grantee Training Webinar (How to...)	Supportive Housing Staff Fiscal/Finance Staff COHHIO	Dec 2012
Potential Grantee Webinar (Review App, Programs etc)	Supportive Housing Staff	Spring 2013
Regular Staff meetings to discuss problems, ?s, policies FAQs	SH staff	bi-weekly
FAQs updates on website (external)	comm. liaison SH staff	Spring 2013
Update policies create operational procedures	SH staff management	ongoing
IT updates on new process	IT staff	ongoing as needed

Monitoring Plan

Monitoring

What	Who	When
For all Programs: review guidelines to see what is required for monitoring	Supportive Housing Specialist	Prior to our next round of monitoring (30 days)
Revise Monitoring tool	Supportive Housing Section	Prior to our next round of monitoring (30 days)
Tracking/Risk Assessment System for monitoring	Supportive Housing Specialist (IT)	(90 days)

Monitoring

WHAT	WHO	WHEN
New Monitoring tool	Supp Houso Spec.	July 16
Tracking for in process report (open reports/visits)	Supp/House & IT	July 25
Use Use existing Standard Report language & Standardize common findings	Specialist	30 days

WHAT	WHO	When
Double Check Report Before Sending	Grant Manager	Next Report

Revised tool and protocol

Information Technology Plan

“Drawbridge” system

I T		
What	Who	When
Define Syst Preliminary System Requirements	Abra Systems	Start 7/16
Research logistics of Electronic Signatures	<ul style="list-style-type: none"> Data Systems OIT Legal OCD Mgmt 	Aug 2012
Full normalization of database	<ul style="list-style-type: none"> Data Systems OCD Mgmt 	Completed Dec 2012
Connect disparate solutions (Excel/Access/etc) to SB Server	<ul style="list-style-type: none"> Data Systems Program Staff 	Completed Oct 2012
Research + Consultations (From Scratch vs "off the shelf" solutions)	Data Systems	Sep 2012
Prioritization of Proposed functionality	<ul style="list-style-type: none"> Data Systems OCD Mgmt Program Staff 	Dec 2012
Phased Design/Development/Implementation of new functionality	Data Systems	Jan 2013

Status/FPR Plan

Status + FPP

What	Who	When
Redesign reports (requirements)	SH Staff IT	Now
Create Instructions	SH Staff IT	Now
Design Report in Draw Bridge	IT	before 12/12

Design Report in Drawbridge

Personal Lessons Learned

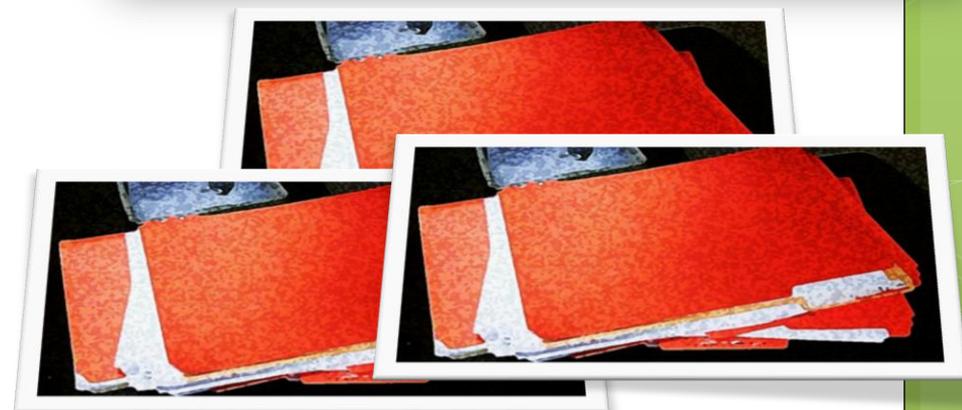
Communications is key

Trust the process

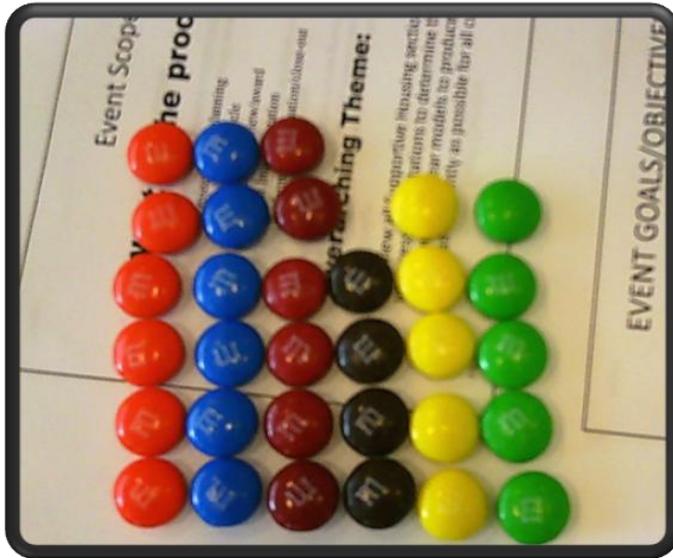
The “Past” is the “Past”

Just do it!

Sam is passionate



What begins Monday?



What happens Monday

What	Who	When
Standard Letter and Report Language Drafted	Scott Pat	Monday
Create a monitoring tool work group	Jon	Monday
Create HCRP FAQs	Jon / Bob	Monday
All OCD email	Jacqui	Monday
Schedule Team Meetings	Sam	Monday
Include customer input in HCRP App	Jacqui	Monday
Start defining system requirements	Scot	Monday
Research HUD requirements for reports	Pat	Monday
Create/update email excel doc	Kim	Monday

Monday (continued)

What	Who	When
Create HCRP scoring tool (team review)	Jacqui	Wed.

Life as a member of a Kaizen event Team...



What Questions/Comments
do you have?



Lean.Ohio.gov

Special *THANKS* to...

Senior Leadership:

Christiane Schmenk – Director, ODOD

William Murdock – Chief, CSD

Sponsor:

Mike Hiler – Deputy Chief, OCD

Team Leader:

Scott Gary – Supervisor, Supportive Housing Section

Subject Matter Experts:

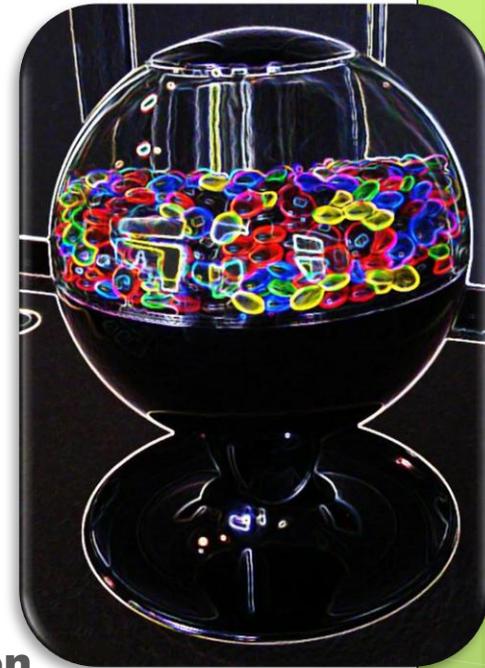
Matthew LaMantia – Management

Lauren Hunter – Human Resources

Data Systems:

Scot Burbacher

Brad Woods



Agency: DoD Section: Supportive Housing Program

Major Changes:

- Reduced process lead time by 58% from 297 to 125 days
- Cost Saving to Ohio customers of \$84,000
- Cost Savings to State of \$475,417

Measure	Before	Projected After	Difference
Process Steps	240	67	72%
Decisions	26	4	85%
Loopbacks	14	3	79%

