

# A3 Report

Title: Ohio Penal Industries - Attenda Bed

Date started: Current Date: 5/29/18

Your name: John Coleman

Team: John Coleman, Lori Wallace-Roberts, Shaun Martin, John Lyon, Keith Shaw

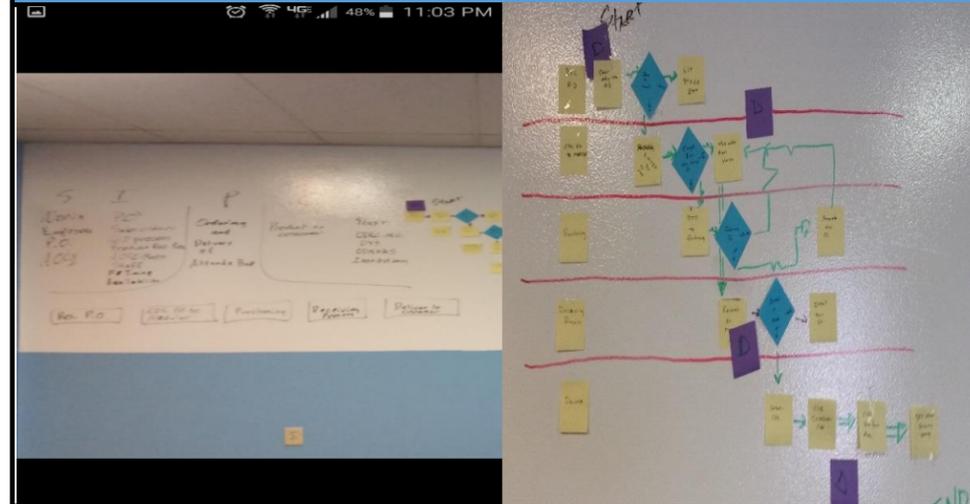
Executive Sponsor: Kevin Stockdale



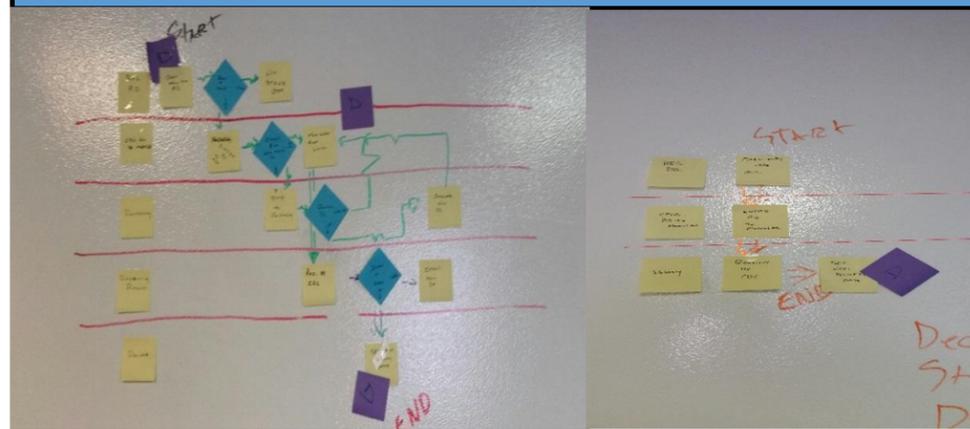
## P1: Why Change is Needed

OPI is the sole source provider to state agencies for items that it manufactures, or purchases through contract. As such, ODRC, ODYS, and ODMHAS must purchase suicide beds (Attenda beds) through OPI. OPI has received multiple complaints from our customers regarding timeliness of delivery. There are instances in which it has taken a lead time in excess of 80 days for delivery. Accurate delivery dates are difficult to determine as record keeping has been very poor.

## P2: Current State

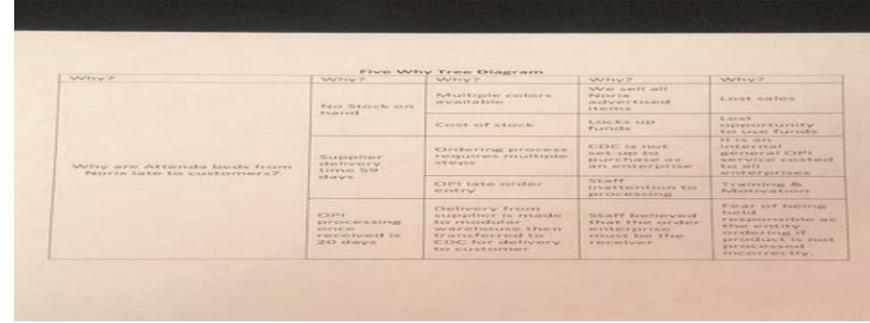


## P3: Future State



## P4: Analysis

Five Why's technique was used based on delivery data, ordering, receiving and delivery process practices. This was done through open discussion while also brainstorming possible solutions to excessive delivery delays. This helped complete the two future status' developed. In the current status the average LEAD time for the Attenda suicide bed for all customers is 78 days July 17 through December 17. Four of 8 orders took in excess of 80 days LEAD time, three of which were over 90 days. OPI states the delivery time is 30 days on all quotes. Twenty days of the LEAD time was spent in one of two OPI warehouses due to product movement between warehouse locations, and excessive product handling.



## P5: Potential Solutions

### Brainstorming and Elimination

- Safety Stock (12) ~~Vendor complaint to Norix~~
- Standard Color for Safety Stock cost 18K ~~CDC receives order not modular~~
- CRC does ordering and rec. ~~24-hour delivery notice from Norix~~
- Cortech ordering? ~~Make sure warehouse is covered.~~
- MAC29? ~~Develop KANBAN to track orders~~

## C7: Check Results

	Current	Projected	Actual
# Process Steps	12	4	4
Lead time	78	14	26
# Decisions	4	1	1

## C7: Check Results

Begin tracking all customer service complaints in Global Shop Solutions (GSS). GSS is the Enterprise Resource Planning (ERP) program being utilized by OPI. We have created and are in the process of filling a new Customer Service Manager position that will be tasked with follow-up on complaints.

## A8: Follow-up Action

Plans for follow-up action include: 1) Global shop provides the information regarding order tracking on all products sold. We no longer have issues with collecting the data needed. In this case, Attenda Beds, 2017 data was in our old system which was less user friendly for data collection. 2) Customer Service will be further developed by the supervisor mention in item 1 and our upcoming strategic planning kick-off event anticipated for July 26, 2018.

## D6: Action Plan

Action item:	Assigned to:	Due Date
ORDER SAFETY STOCK	LORI - Done 5/30	6/1/2018
CHANGE QUOTES 45 DAYS LAGOON	SHAUN - Done 5/31	6/1/2018
CHANGE QUOTES 90 DAYS SPECIALITY COLOR	SHAUN - Done 5/31	6/1/2018
MEETING WITH NORIX	JOHN L. - Done 5/24	6/1/2018
SET REORDER POINT IN GLOBALSHOP	SHAUN - Done 5/31	6/1/2018
CHANGE DELIVERY LOCATION TO CDC	BRENT - Done 6/1	6/1/2018
POST CUSTOMER SERVICE POSITION	CARMEN- Done 7/6	N/A