



Green Belt Lean Six Sigma Project Report Out

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Ohio Department of Health

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Reducing Delays in the Public Health Lead Investigation Process

Team Lead Safe



Ohio Department of Health

- Project Sponsor – Brandi Robinson
- Project Mentor- Dave Holston
- Project Mentor & LeanOhio Black Belt - Lawissa Tidrick

Project Team Members

- Chris Alexander
- John Belt
- Sarah Barker
- Jim Castle
- Angela Evans
- Josh Koch
- Melissa Mathias
- Dania Nixon
- Gene Phillips
- Rebecca Sandholdt
- Andrew Schumacher
- Tyler Serafini

Background / Scope

- ODH is statutorily required to conduct a lead investigation for each lead poisoned child to identify the probable source of the lead poisoning
- Scope: The Public Health Lead Investigation Process

First Step: A Child is tested

Last Step: A home is made lead-safe

Opportunity Statement

Based on feedback received from the customer, examine the Public Health Lead Investigation process and determine areas for improvement that do not involve IT changes and are quick wins with high impact.

Metrics Reviewed

- Clinical Lead Laboratory Reporting Compliance and Timeframes
- The “No Contact” rate statewide
- Environmental Sample Analysis Time
- Document Routing, Review and Approval Time

Project Goals

Goal of the Project - Reduce the number of delays in the lead investigation process thereby decreasing the timeframe for scheduling the investigation and producing needed reports

Goal Statement – Offer timely services to Ohio's children with lead poisoned

Process Improvement Goals

Map current
process and
identify delays
and
unnecessary
steps

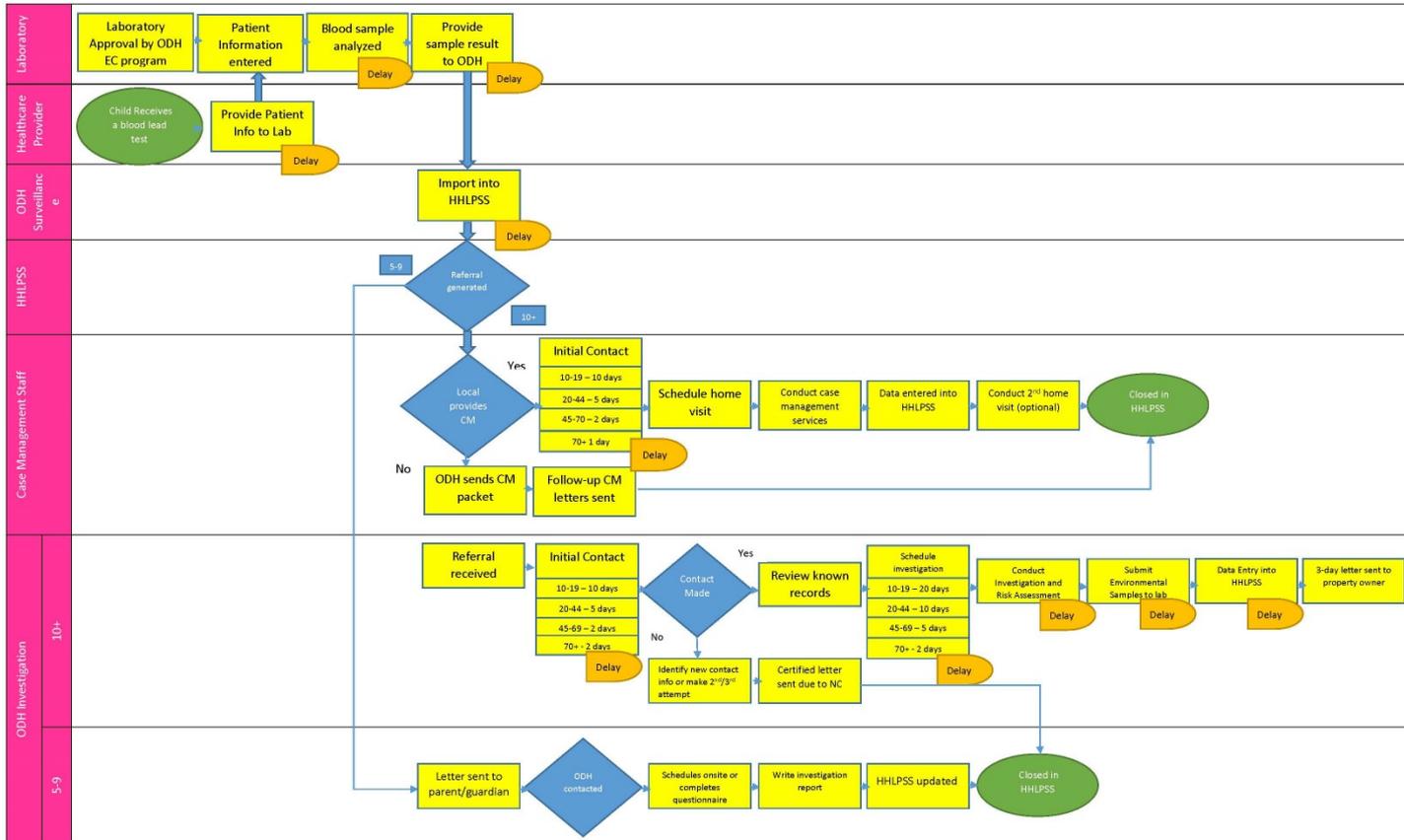
Evaluate and
Prioritize
identified delays
that impact on
the process

Implement
actions to
eliminate the
delays

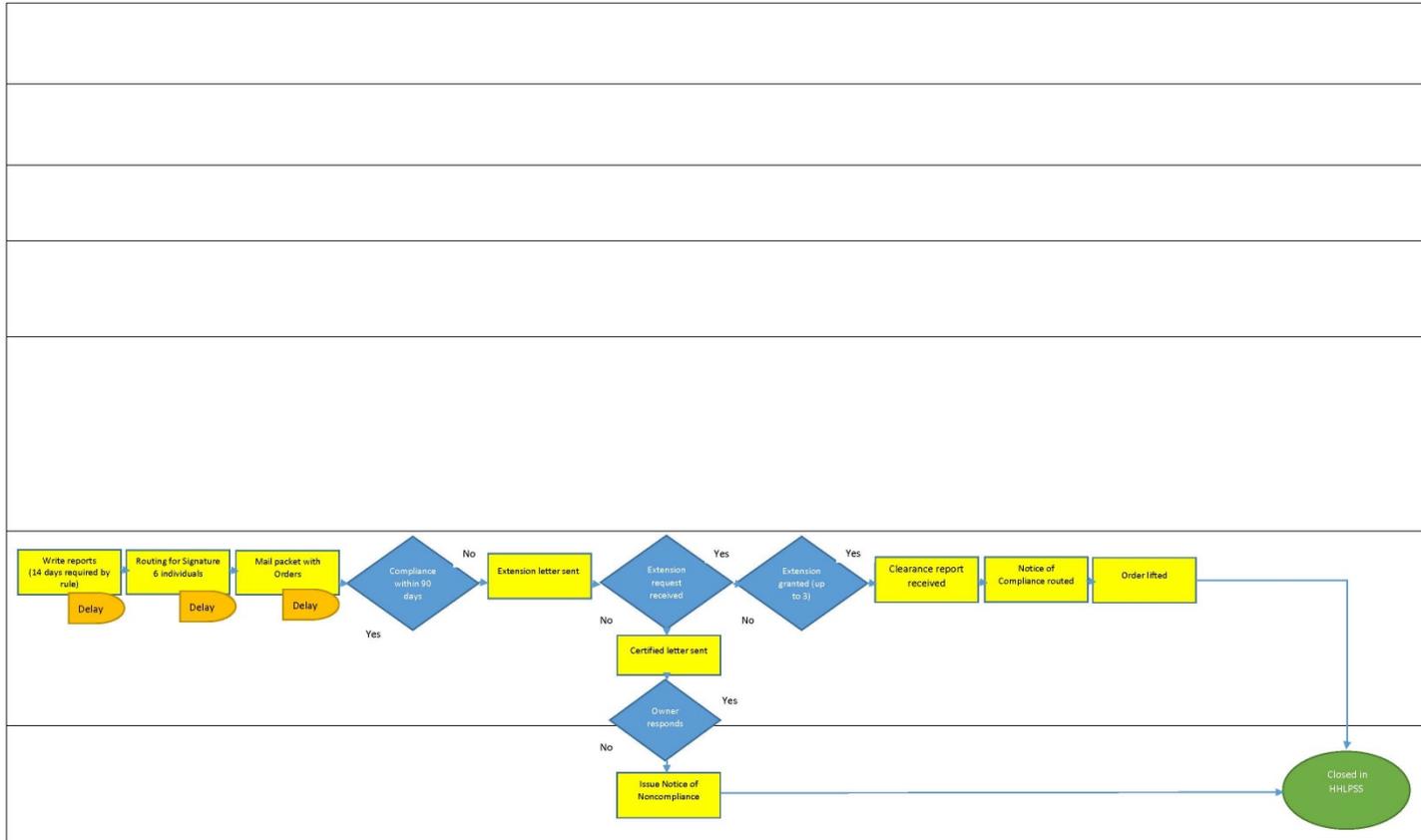
High Level Process - SIPOC

S	I	P	O	C
Suppliers	Inputs	Process	Outputs	Customers
Laboratories ODJFS HHLPSS LHD's Case Managers Auditor website Parents/Guardians Children Licensees D & S OHFA ODSA US EPA AG's Office CDC Physicians/HC providers Maternal and Child Health Block Grant OCCH HUD	Testing results-environmental and clinical Funding Staff time ENV database Abatement notifications Training Notifications Monthly summaries Property information Case Management Services Medical case management	A child gets a blood test Child is identified as lead poisoned Lead Investigation Compliance	Lead Investigations Lead-safe housing Qualified licensed lead providers Data Non-lead poisoned child Quality of life	Child/family ODH Homeowner/property owner Funders ODM Licensed providers Healthcare providers

Current State Process Map



Current State Process Map Cont'd



Brainstorming



Voice of the Customer

- Complaints received from parents of lead poisoned children
 - “No one has called to schedule the lead investigation.”
 - “It has been six weeks and I still haven’t received my report.”
- Concerns from angry property owners
 - “I submitted my extension request 3 weeks ago and still haven’t received a response.”

Baseline Data

Clinical Lead Laboratory Reporting Compliance and Timeframes

2016 Average reporting per lab ranged from 1 to 30 days

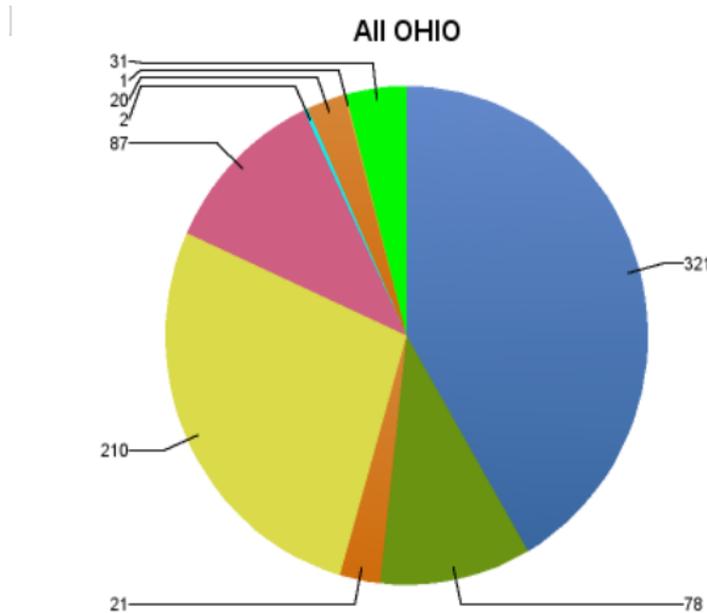
2016 Laboratory Compliance

- 9 labs missed at least 1 Date of Birth in reported results.
- 8 labs missed at least 1 address in reported results
- 17 labs missed at least 1 sample type in reported results.
- 31 labs missed at least 1 phone number in reported results.

Baseline Data

Statewide “No Contact” Rate = 41%

Case Opened Date: Jan 23, 2016 to Jan 23, 2017



Baseline Data

Environmental Sample Analysis Time

Sample preparation time = 2-5 days average

Shipping time = 1 business day average

Analysis time = 3 days

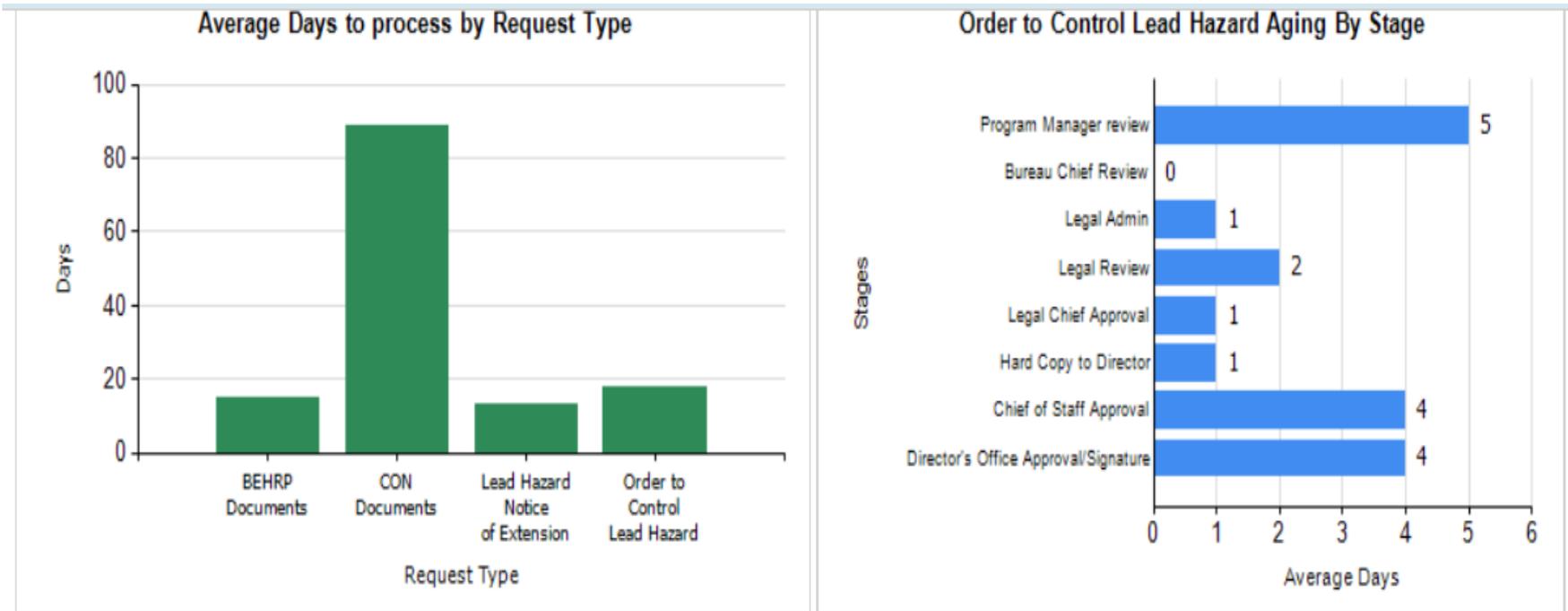
Results to ODH = 4 days

Total days for sample analysis = 13 days

Baseline Data

Routing, Review and Approval Time

18 days to review and approve lead documents



Data Collection Plan

- Monitor laboratory compliance utilizing surveillance system over one year period
- Monitor “no contact” rate over a one year period utilizing surveillance system
- Examine laboratory sample analysis timeframes by evaluating pre and post contract analysis results
- Utilize data from the WISE ADTS to determine improvement in routing, review and approval timeframes – other QI project

Implementation Plan

Task	Who	When	Status
Laboratory Enforcement	C Alexander	1/2017	Complete
Environmental Sample Analysis	P Blais	5/2017	Complete
No Contact Rate	P Blais and PHLI team	7/2017	Complete
Routing, Review and Approval	P Blais	11/2017	In process

Project Metrics

Measure	Before	After	Difference
Process Steps	31	26	-16%
Decisions	8	6	-25%
Backlog	13 days	6 days	-54%
Delays	13	9	-30%

As A Result

Clinical Lead Laboratory Reporting Compliance and Timeframes

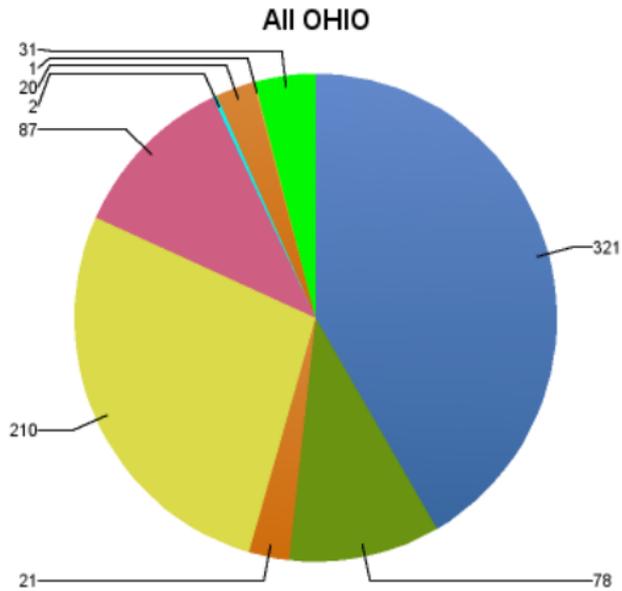
Metric	2016	2017
Average reporting range	1-30 days	1-22 days
# Labs missing Date of Birth	9	6
# Labs missing Address	8	7
# Labs missing sample type	17	11
# Labs missing phone number	31	20

As A Result

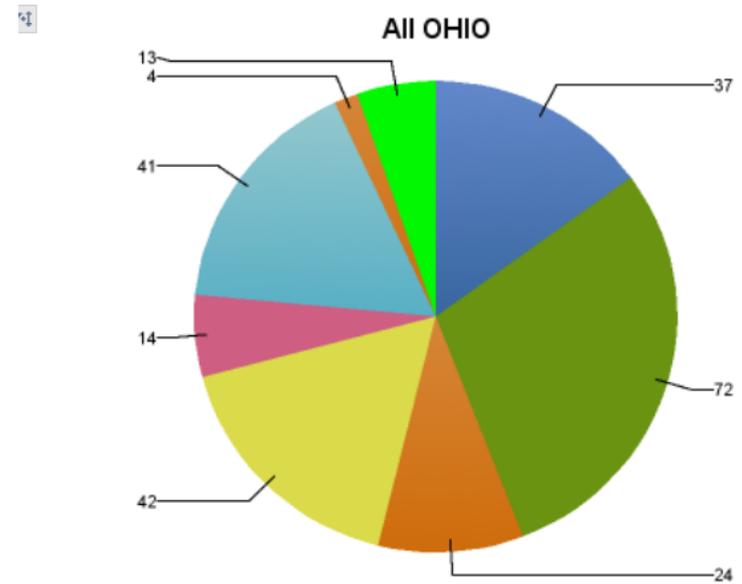
2016 No Contact Rate = 41%

2017 No Contact Rate = 15%

Case Opened Date: Jan 23, 2016 to Jan 23, 2017



Case Opened Date: Jan 23, 2017 to Jan 23, 2018

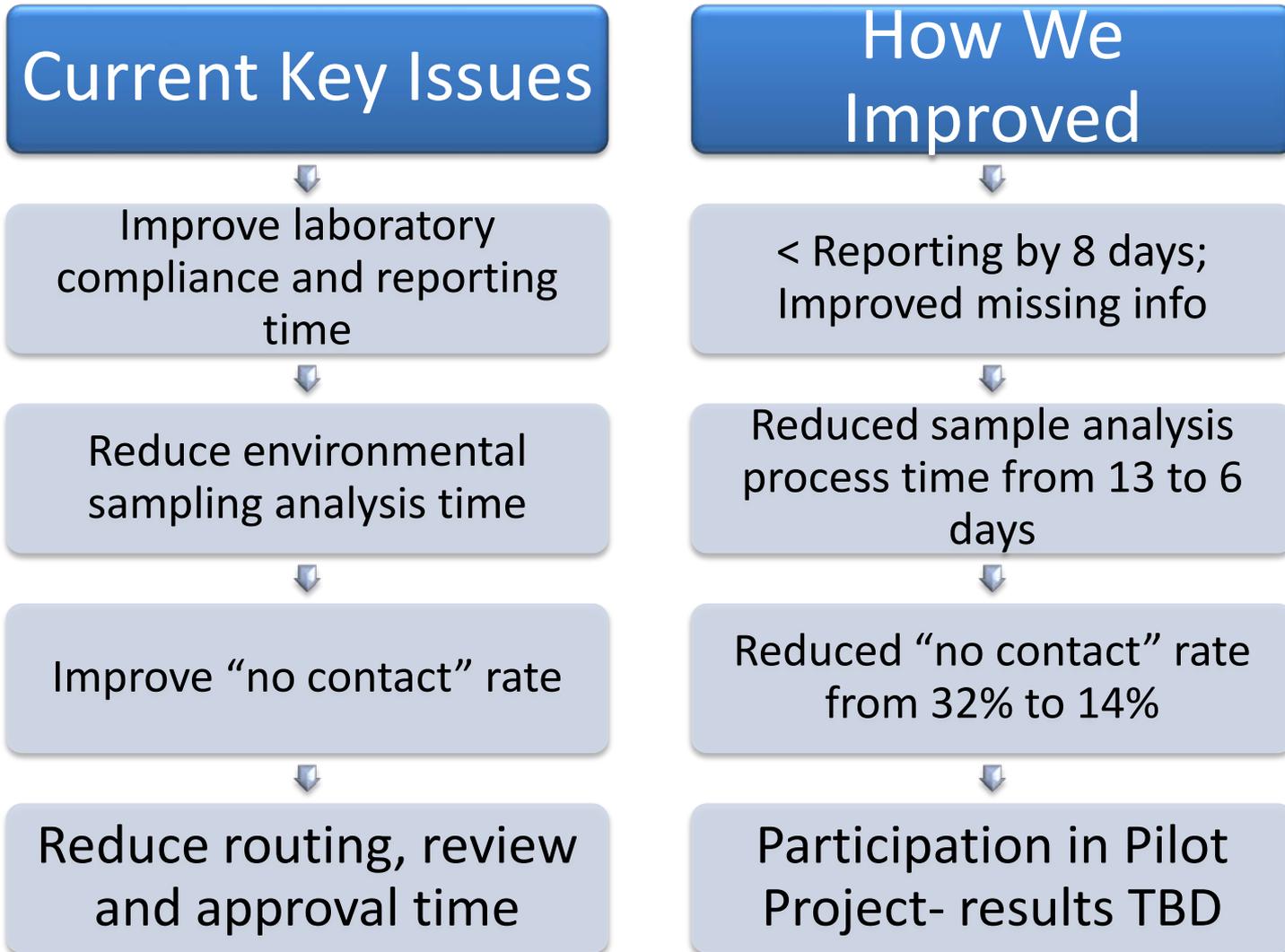


As A Result

Environmental Sample Analysis Time

Analysis Step	Before Contract Modification	After Contract Modification
Sample preparation time	2-5 days	1 day
Shipping time	1 day	1 day
Analysis time	3 days	3 days
Results to ODH	4 days	1 day
Total Days for Analysis	10-13 days	6 days

Improvement Summary



Special *thanks* to...

Senior Leadership: Gene Phillips

Sponsor: Brandi Robinson

Project Mentors: Lawissa Tidrick and Dave Holston

Subject Matter Expert/s: Christopher Alexander, Sarah Barker, John Belt, Angela Evans, Melissa Mathias, Dania Nixon, Andy Schumacher, Tyler Serafini

Customer/s: Parents of children with lead poisoning

Questions/Comments

