

Green Belt Lean Six Sigma Project Report Out

Bobbi Burke

Ohio Department of Health

September 27, 2018



# WIC Authorized Foods List Process

---

# The A Team



## Ohio Department of Health

- Dyane Gogan-Turner, Sponsor
- Sean Keller, Process Owner
- Kadie Donahoe
- Lisa Rhyan
- Scot Wolever
- Jennifer Snyder
- Alison Murphy
- Alli Mylander
- Alisea Triplett
- Simon Carruthers
- Kristian Melick
- Ian Cook

# Background

The Women Infants and Children (WIC) Program provides nutrition education, breastfeeding support, and benefits to eligible Ohio families. Participants shop local retailers or farmers markets for highly nutritious foods on the authorized foods list (AFL) using their prescribed WIC benefits. ODH WIC reviews brand-specific manufacturer requests for product inclusion to the AFL and determines appropriateness of each product.

## Scope

AFL Approval Process

First Step: Select foods to review

Last Step: Participants can obtain products



### Milk

#### Cow's Milk

- Plain, white, pasteurized, Vitamin D fortified milk only
- Gallon containers only (unless ½ gallons are specified)
- Low Fat (1% or ½ %) or Skim unless Whole milk or Reduced Fat (2%) as specified

**NOT ALLOWED:** Flavored, Organic, Super Skim, Fat Free Plus

#### Non-Fat Dry Milk

- Only when specified
- 25.6 oz. size only

#### Low Lactose or Lactose Free Milk

- Only when specified
- Gallon and Half Gallon containers

#### Soy Milk - Only when specified

- 8th Continent – Original and
- Silk- Original flavor only

**Eggs:** Large Grade A or AA, White Chicken Eggs, 1 dozen carton size

**NOT ALLOWED:** Organic; Pasteurized; Pickled; Hard Boiled; Low Cholesterol; Egg Substitute or Free Range; Fortified or Enhanced with Omega 3; With added Vitamins or Minerals

**Tofu:** 16 oz. package size only, can be combined up to the total number of ounces issued

**Azumaya:** Silken **Vitasoy:** Firm Natural; Wet Pack Extra Firm **House Foods:** Premium Firm; Extra Firm; Medium Firm

**Cheese:** Regular or Low Fat, 16 oz. size only

Domestic Blocks or Slices of only the following types: American; Cheddar; Colby; Colby Jack; Mozzarella; Muenster; Provolone or Swiss

**ALLOWED:** Organic; Shredded; Cracker Cut; Cubed; Deli; Crumble; Low Sodium; Cheese; String Cheese; Farmer's Cheese; Butter; Cheese foods or products like Velveeta slices; Goat; Sheep or Yogurt cheese

**Butter:** 16 oz. to 18 oz. containers only

Natural; Smooth; Creamy; Crunchy or Chunky; Reduced Fat; Low Sodium; Low Sugar

**NOT ALLOWED:** Spreads; Whipped; Added Jelly; Marshmallow; Honey or other foods; Fortified; Palm oils

**Light** packed in water only; 5 oz. or 6 oz. can size only; **Canned Salmon** can size only **NOT ALLOWED:** Red Salmon; Tuna in Pouches

5 oz. packages only

as with added seasonings

can be combined up to the number of ounces issued

with added seasonings sauce, fats or meats; Jarred bear

# Project Goal

Simplify the process for adding products to the WIC Authorized Foods List (AFL) to reduce rework and delays, while maintaining program integrity and meeting USDA requirements.



- Increased access to nutritious foods for WIC participants
- Improved efficiencies and cost savings for ODH
- Friendlier process for manufacturers
- Expanded inventory options for retailers

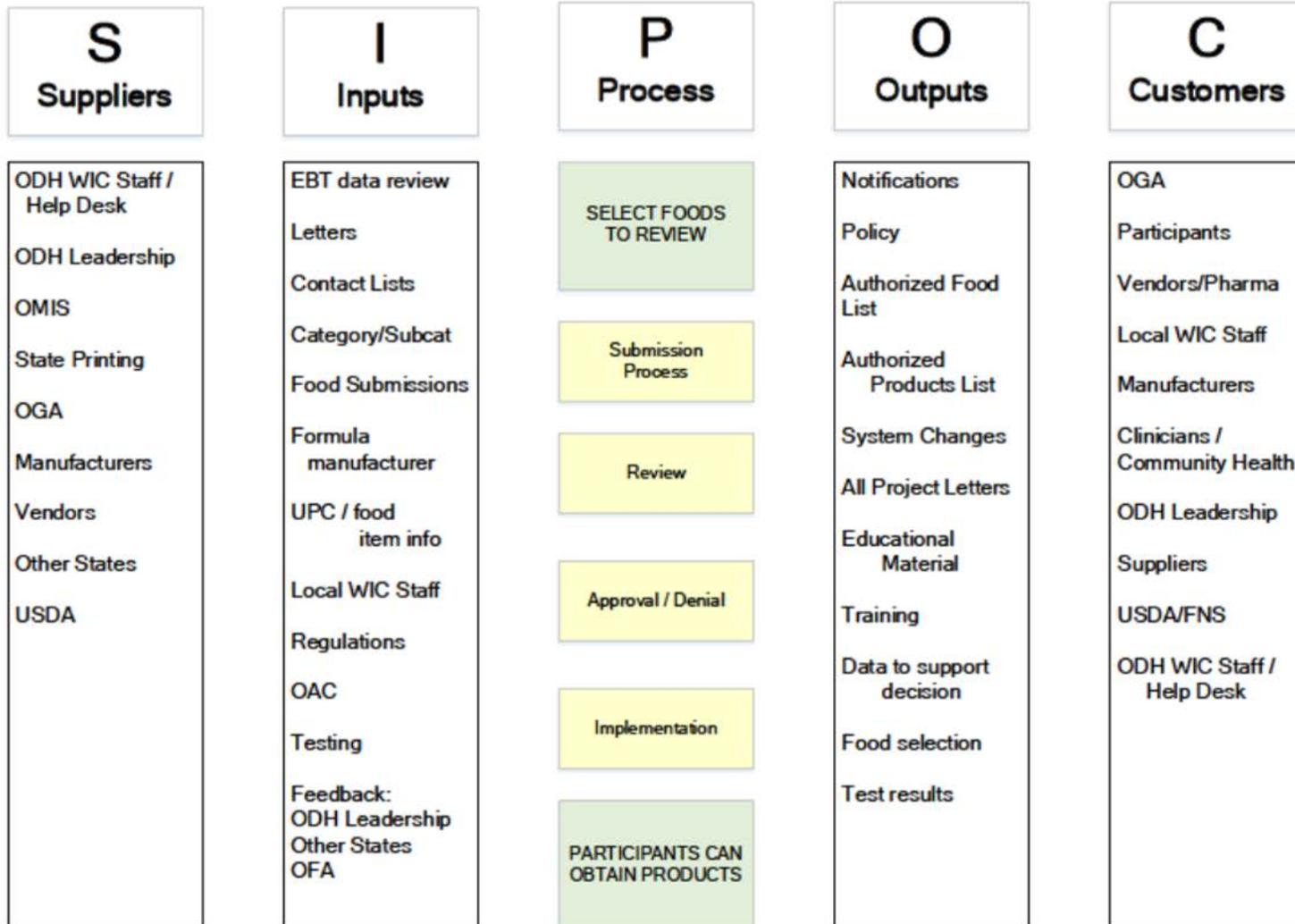


# Baseline Data



- Manufacturers have the opportunity to add new items once every **two years** (at most) & must submit items that were previously on the AFL even if the recipe is the same
- **24%** of **registered mail** submission requests **returned** as undeliverable in 2017
- **64 hours** dedicated to **correcting addresses and reissuing portal passwords** to manufacturers in 2017
- **2 major manufacturers missed** 2017 submission deadline because of mailing problems
- **Majority** of portal **submissions required correction** (most due to incorrect picture formatting)

# High Level Process





## Process Map – Current State

87 Steps! 26 Decision Points!

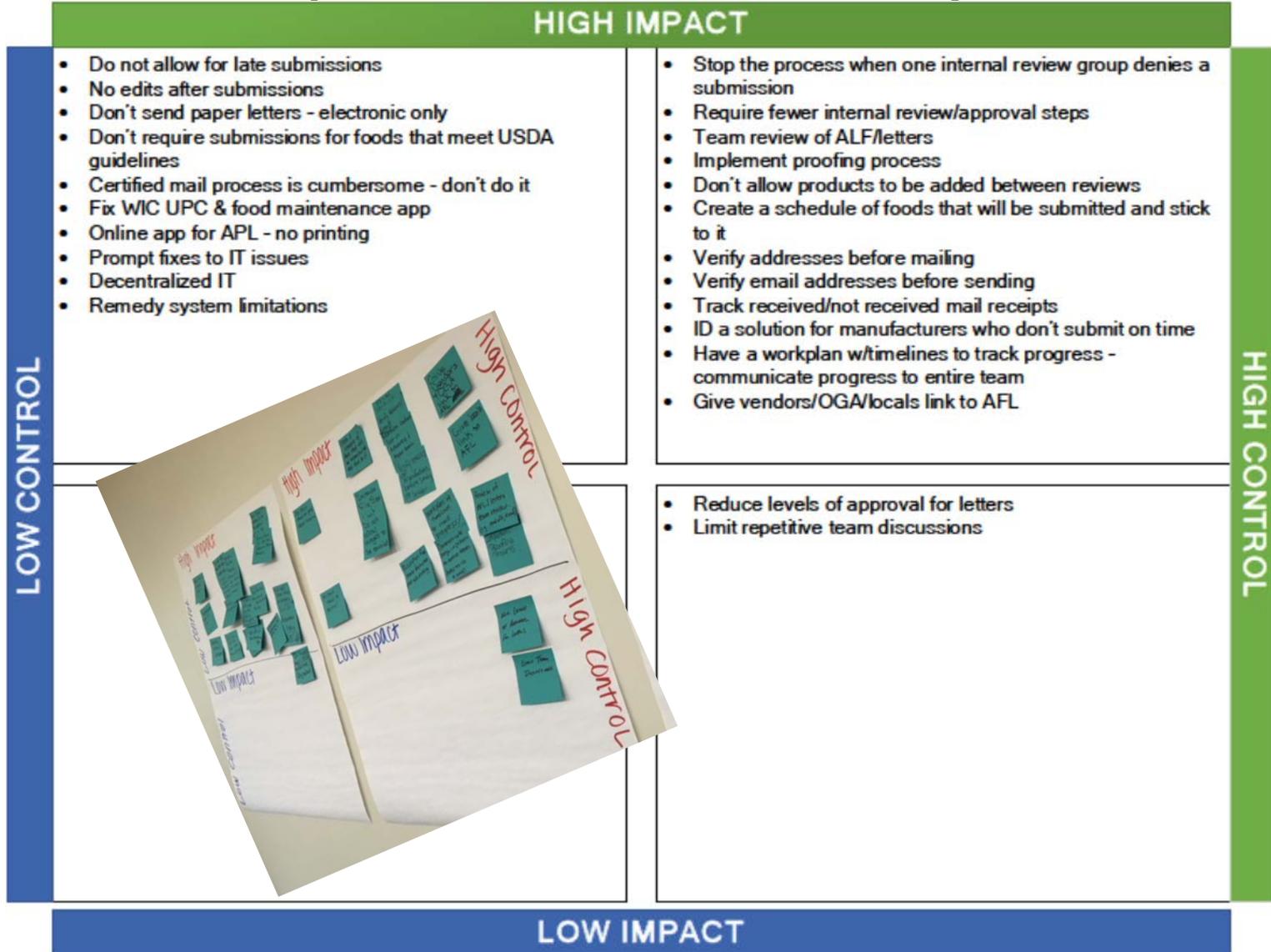
How many state staff does it take to hold the current state process map? **10!**

# TIMUWOOD & Brainstorming

- Identified 24 waste points & 2 major causes for waiting
- Federal regulation considerations
- Struggle with minimizing approvals
- Getting out of the paper-driven mindset



# Impact-Control Analysis



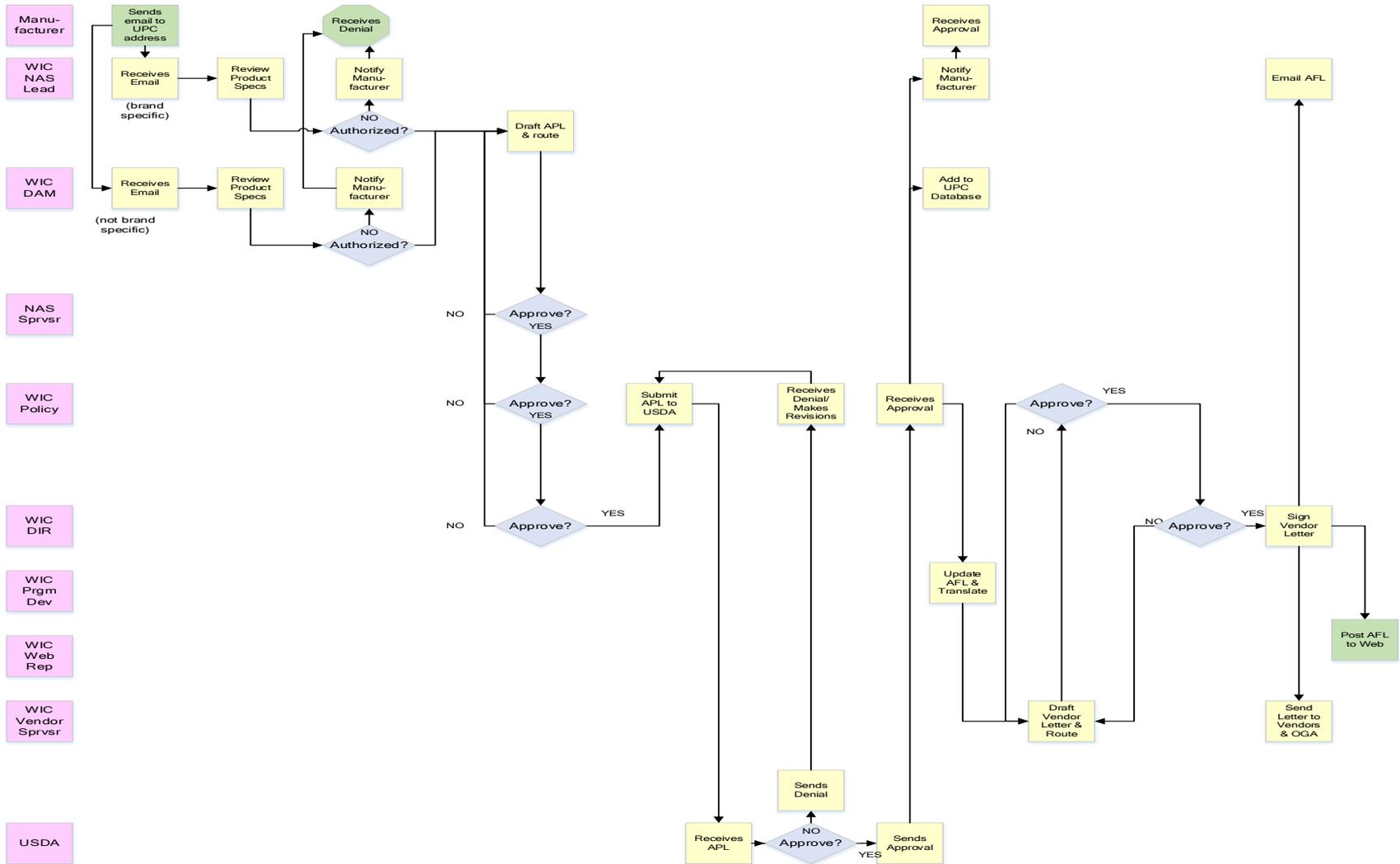
# More Brainstorming

HELP!  
They want to  
approve everything!



What if we only  
require submission  
for new items?

# Clean Sheet Redesign



# Project Metrics & Savings

Measure	Before	After	Difference
Process Steps	87	22	65
Decisions	26	8	18
Handoffs	26	7	19
Loop Backs	27 (potential)	7 (potential)	20
Waiting	2	1	1

Measure	Projected Annual Savings
Redirected Hours	874
Cost Savings	\$1600.00 (mailings)

# Improvement Summary

## Current Key Issues



Returned mail, incorrect addresses, portal password resets



70% of portal submissions required correction (pictures)



Long wait for manufacturers to submit new products

## How We Improved



Eliminated mailing process & need for portal passwords



Product/picture submission direct to reviewer



Year-round open submission

# Implementation Plan

Task	Who	When	Status
<b>Stakeholder Association input on the new process</b>	WIC Director, team & Govt Affairs	August 2018	New process well received. Association assisting communication w/ manufacturers
<b>Letter to stakeholders announcing open submission</b>	WIC operations	August 2018	Sent
<b>Weekly process evaluations meeting with AFL reviewers</b>	WIC Director, project manager, team	Weekly beginning September 30	scheduled
<b>Website updates with new process instructions</b>	WIC operations	September	Updates made – will post with new website when UAT is complete – anticipated go live late September

# As A Result

- WIC participants will have access to a wider variety of brand-label nutritious foods
- Manufacturers can submit new foods for AFL review year-round/as the products become available
- Retailers can offer an expanded inventory of WIC-approved foods
- ODH WIC realizes greater efficiency and cost savings
- Improves the process ahead of AFL app implementation
- All accomplished while maintaining program integrity and adherence to USDA requirements

# The A Team



## Ohio Department of Health

- Dyane Gogan-Turner, Sponsor
- Sean Keller, Process Owner
- Kadie Donahoe
- Lisa Rhyan
- Scot Wolever
- Jennifer Snyder
- Alison Murphy
- Alli Mylander
- Alisea Triplett
- Simon Carruthers
- Kristian Melick
- Ian Cook

# Special *thanks* to...

**ODH Leadership:**

**Lance Himes, Director of Health  
Jennifer Davis, Chief of Staff  
Shancie Jenkins, Office Chief**

**Sponsor:**

**Dyane Gogan-Turner**

**Mentor:**

**Brandi Robinson**

**Subject Matter Experts:**

**Kadie Donahoe, Lisa Rhyan, Sean Keller,  
Scot Wolever, Jennifer Snyder, Alison Murphy,  
Alli Mylander, Alisea Triplett, Ian Cook,  
Simon Carruthers, Kristian Melick**

**QI/Lean Perspective:**

**Ava Johnson, Lisa Rhyan**

**Customers:**

**Ohio Grocers Association, Food Manufacturers,  
Local WIC Clinics, WIC Participants**

# Questions/Comments

