

# LEAN Ohio



Green Belt Six Sigma Project Report Out  
Nelson Gonzalez, Ohio Dept. of Health  
2/15/18

Ohio Department of Health  
**WISE – ADTS BEHRP LEAD Process Improvement**

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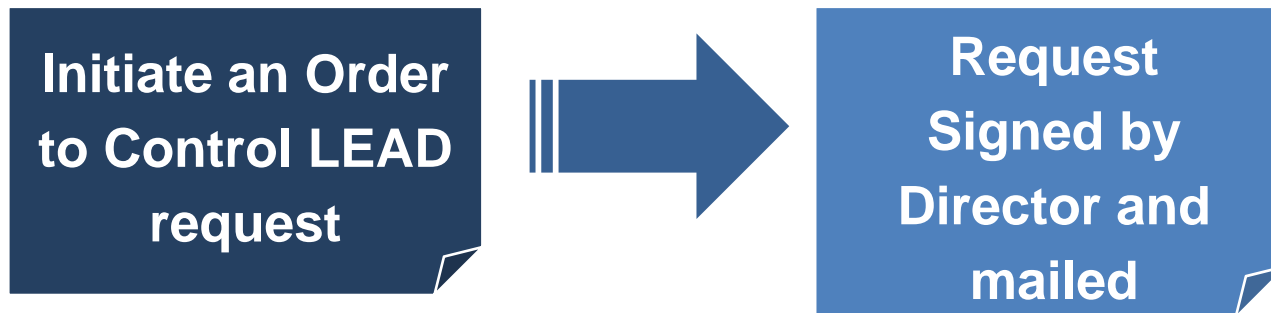
# WISE –ADTS Process Team



- × From left: Paul Maragos – OFA Manager
- × Pam Blais – SAN Administrator 1
- × John Belt – Health Plan Administrator 3
- × Lisa Eschbacher – Attorney 5
- × Dania Nixon – SAN Specialist 2
- × Jill Schuler – Project Manager 1 (Sponsor)
- × Bridget Smith – Administrative Professional 4
- × Lisa Locklin – Program Administrator 2
- × Donald Perone – Program Administrator 2
- × Nelson Gonzalez – Lean Ohio Project Facilitator (for Green Belt)
- × Missing in the photo:
- × Gene Phillips – Health Plan Administrator 4
- × Mahjabeen Qadir – Deputy Director Legal
- × Rebecca Sandholdt – Project Manager 1
- × Lawissa Tidrick – Lean Ohio Black Belt and Project Mentor

# Background / Scope

- The WISE-ADTS system is an electronic document management system, intended to improve the workflow, efficiency and accuracy of information, for documents that require revision and approval by multiple ODH Offices.
- During the pilot implementation, users noticed:
  - *Delays in the process.*
  - *Lack of user friendly functionalities.*
  - *A need to print the document and manually transporting it to multiple areas.*
- Scope of our project: Identify and make recommendations for improving the electronic document management process.

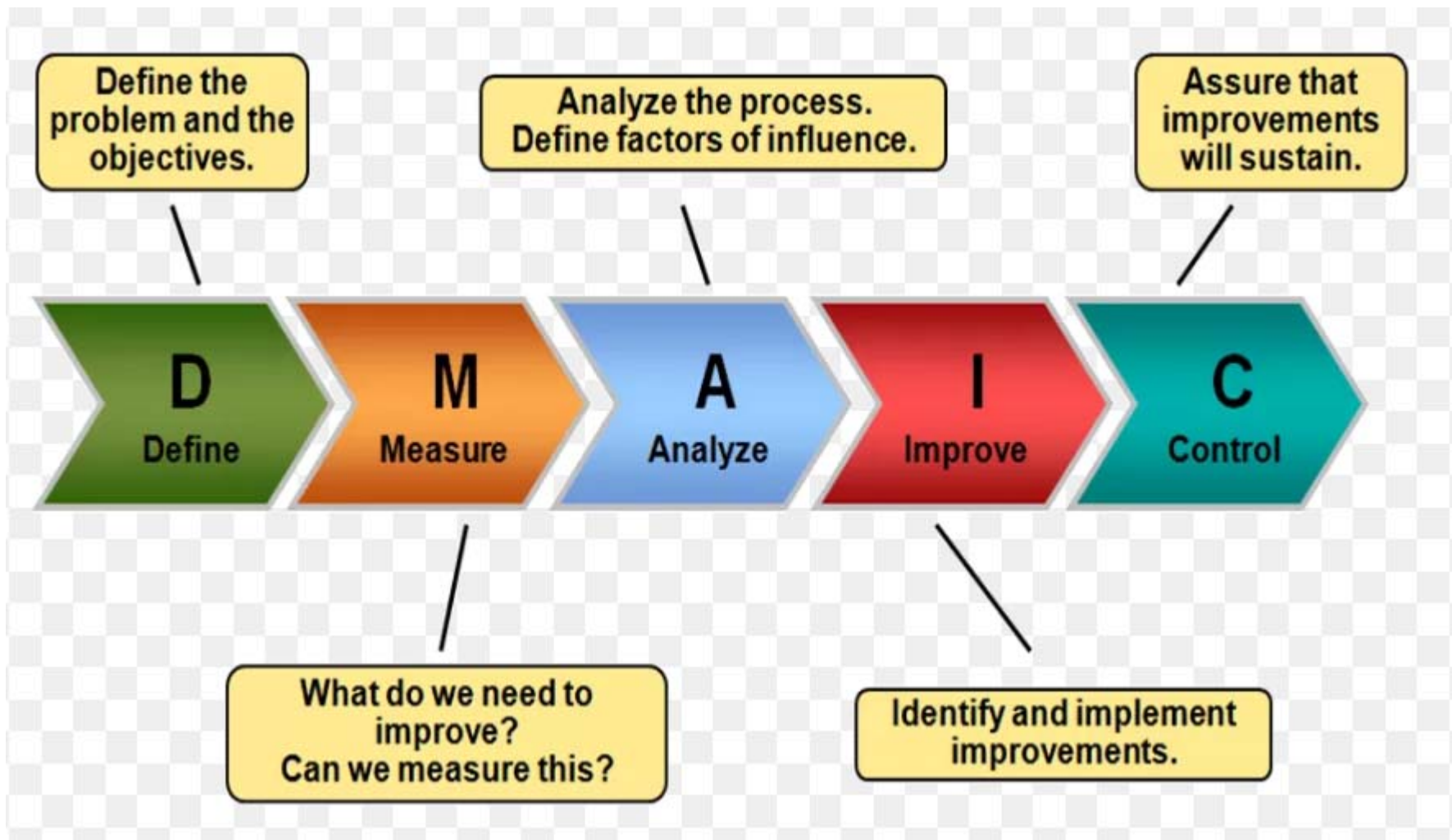


# Project Goals

1. The goal of this project was to take one Bureau and lean up their current work process, the selected Bureau was the Bureau of Environmental Health and Radiation Protection (BEHRP) and within that bureau the office of LEAD.
2. Map the current work process, identify any and all wastes, identify possible solutions to the mitigation or elimination of any identified waste, and map a future state of improved work process.
3. Make recommendations to improve and refine the system to be more efficient, with reliable data reporting, and eliminating any manual movement of documents.

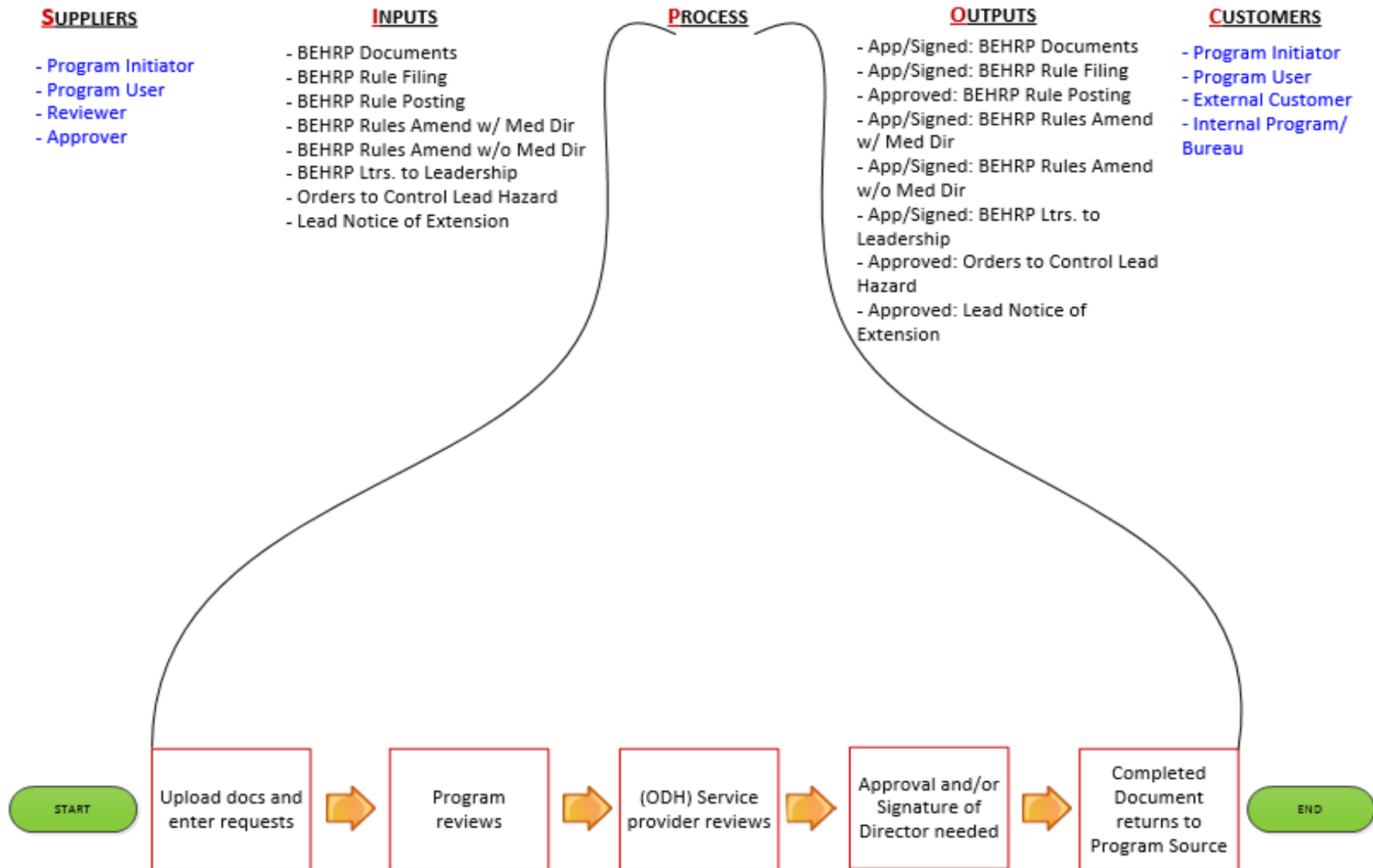
# The DMAIC Roadmap

## Improvement Tools



# High Level Process – SIPOC

## Tool for Define

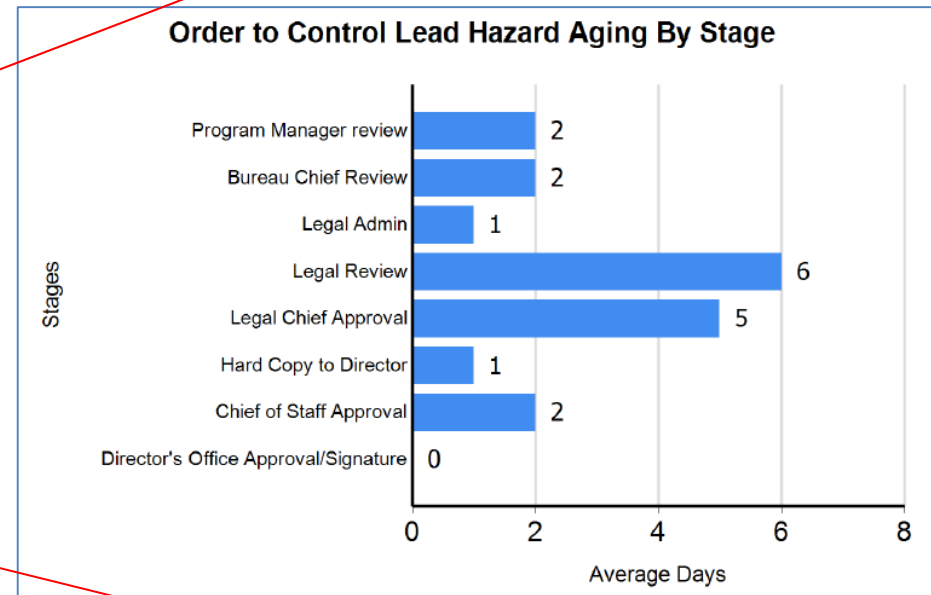
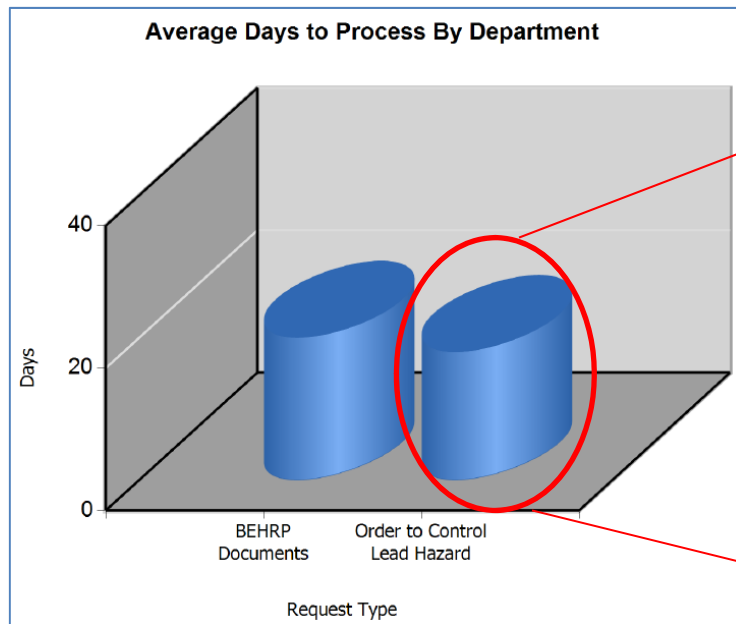
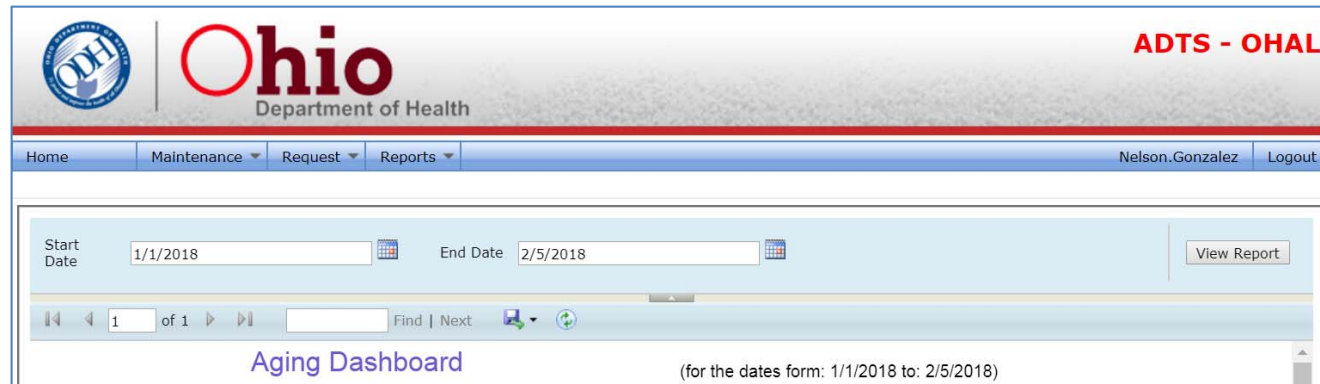


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# Baseline Data and Collection Plan

## Tool for Measure



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# Process Improvement Goals

Map current process and identify waste, delays and unnecessary steps

Map future state to be incorporated into a more efficient workflow (WISE)

Reduce the time a Request Type takes from the time it is initiated to its final approval and mailed



# Voice of the Customer

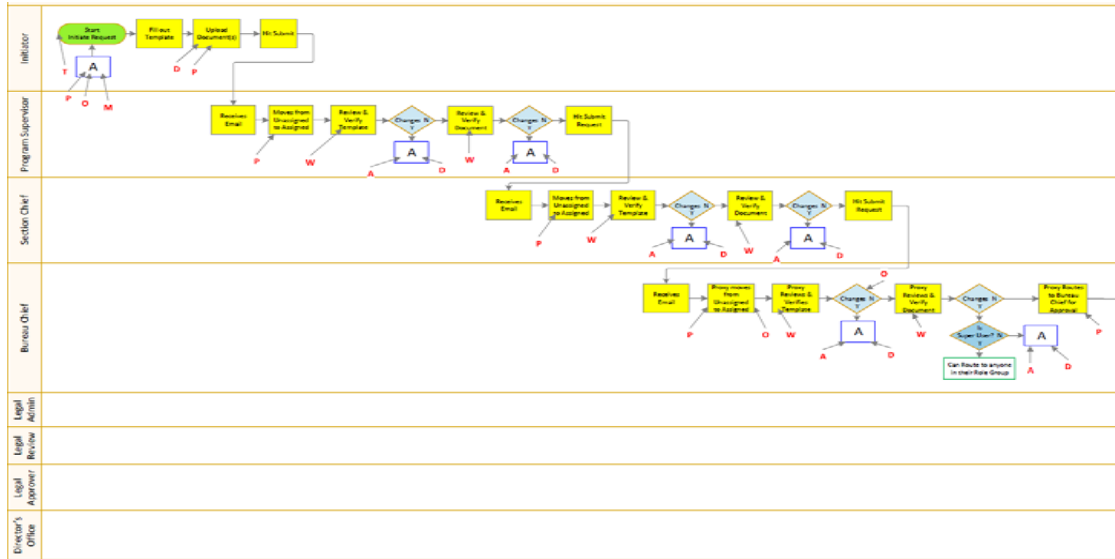
## Tool for Define



- Reducing overall delay from start to end of process
- Quicker processing and handling of documents
- Reducing redundant unnecessary steps & multiple sign-offs
- Better control of costs and less hand-offs between Agency staff.
- Maintain the document within the WISE\_ADTS system

# Detail Current Process Map

Tool for Define and Analyze

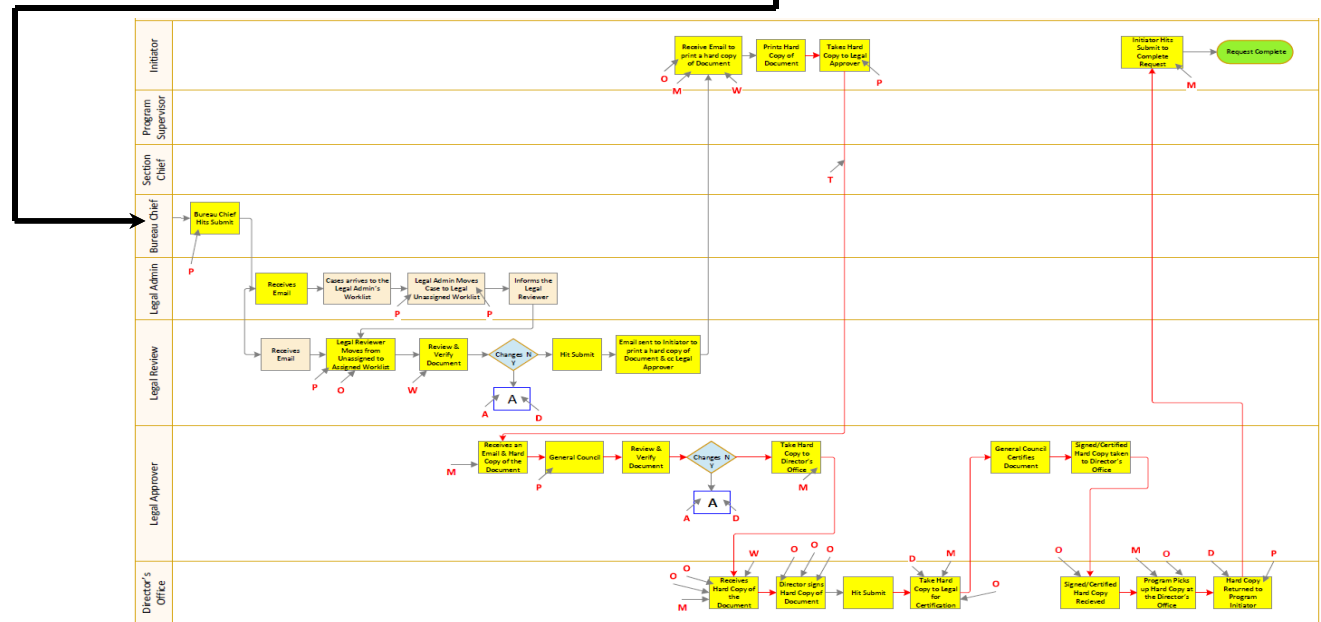


## Waste Identification

“Tim U Wood”

Tool for Improve

- Transportation
- Inventory
- Motion
- Underutilization
- Waiting
- Overproduction
- Over-processing
- Defects



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# Other Lean Tools

Brainstorming  
Tool for Define



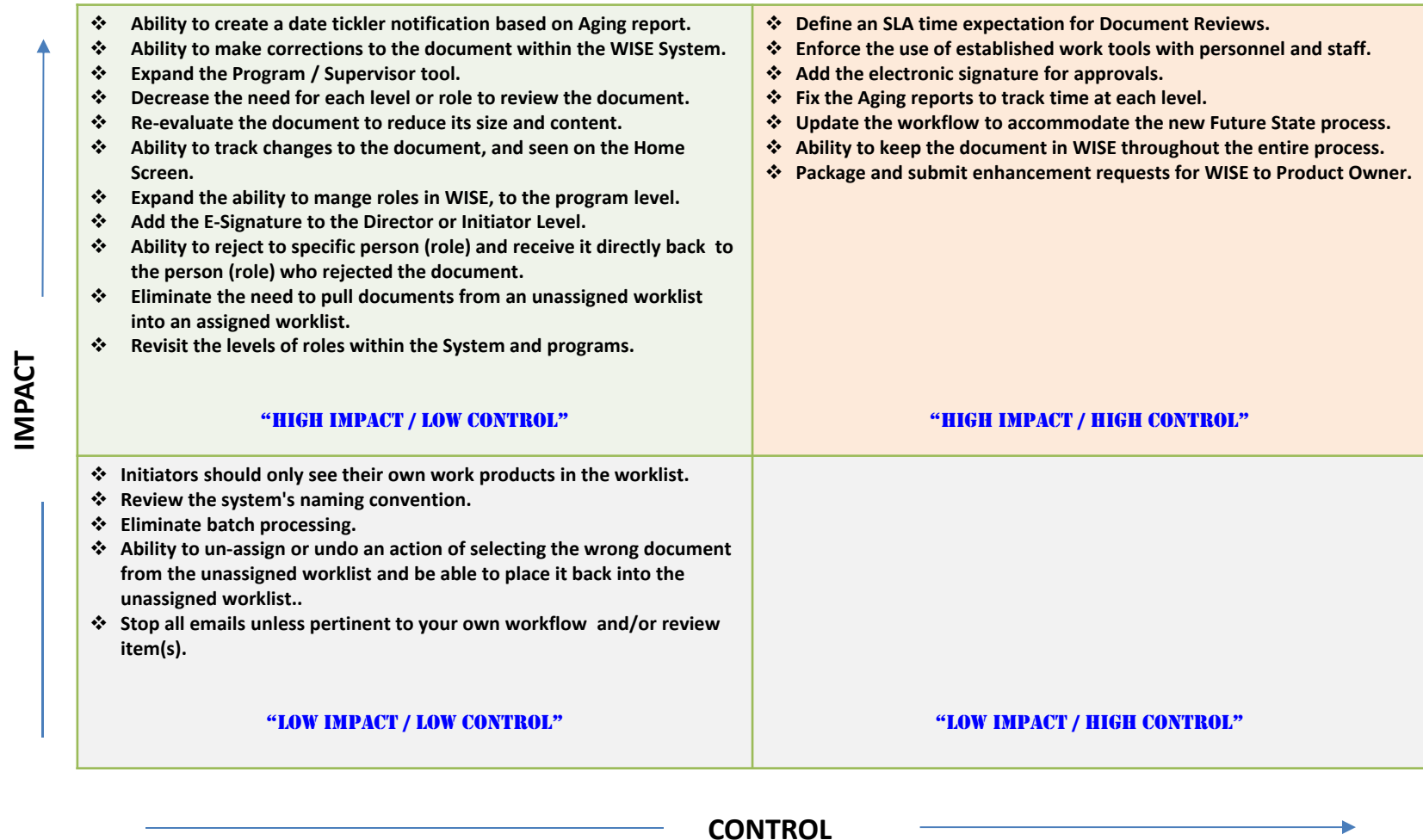
Affinity Diagram  
Tool for Define



# Impact and Control Matrix

## Tool for Improve

### WISE-ADTS Process Improvement Project - Impact/Control Matrix



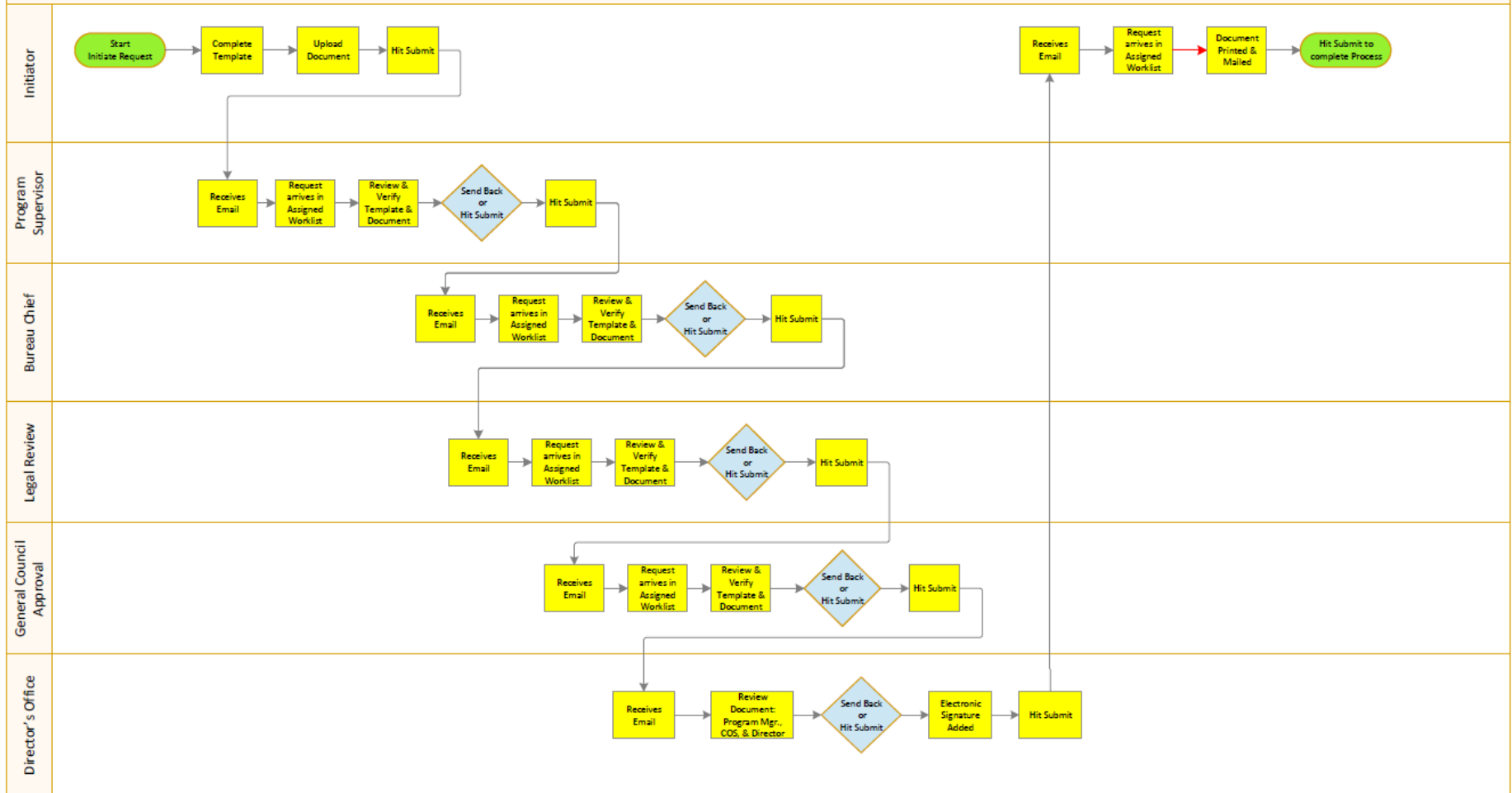
# Future State Process Map

## “Clean Sheet Redesign”

### Tool for Improve

WISE – ADTS Future State Work Process Designed December 14, 2017

Legend: Black arrow indicates a system's generated transaction. Red arrow indicates that a "Hard Copy" of a document is being worked on manually.



# Project Metrics

Tool for Measure

Measure	Before	After	Difference	Percentage
Process Steps	47	28	-19	-40%
Decisions	8	5	-3	-38%
Handoffs	11	7	-4	-36%
Loopbacks	8	5	-3	-38%
Waste Points	38	0	-38	-100%

Our goal was to reduce the amount of steps, decision points and handoffs by approximately 33%

# Nominal Group Technique (NGT)

## Tool for Define and Improve

Solutions to Improve the "BEHRP LEAD" Process					
Select 7 items that are of highest priority and rank them 1 - 7 with 7 being the highest priority					
High Impact / High Control		Total # of Votes	Rank Totals	Total Rank Score	Ranking
1	Define an SLA time expectation for Document Reviews	1,1,1	7,2,7	19	6
2	Enforce the use of established work tools with personnel and staff	1	5	6	
3	Add the electronic signature for approvals	1,1,1,	7,6,6	22	5
4	Fix the Aging reports to track time at each level	1,1,1,1	1,3,1,6	15	7
5	Update the workflow to accommodate the new Future State process	1,1,1,1,1	6,5,7,5,4	32	1
6	Ability to keep the document in WISE throughout the entire process.	1,1,1,1,1	6,3,5,2,7	28	4
7	Package and submit enhancement requests for WISE to Product Owner	1,1,	3,2	7	
High Impact / Low Control					
8	Ability to create a date tickler notification based on Aging report	1	5	6	
9	Ability to make corrections to the document within the WISE System	1,1,1,1,1,1	2,3,6,7,4,3	31	3
10	Expand the Program / Supervisor tool	0	-	-	
11	Decrease the need for each level or role to review the document	1	4	5	
12	Re-evaluate the document to reduce its size and content	0	-	-	
13	Ability to track changes to the document, and seen on the Home Screen	1,1,1,1	2,4,1,1	12	
14	Expand the ability to manage roles in WISE, to the program level	1	2	3	
15	Add the E-Signature to the Director or Initiator Level	1,1,1	7,3,2	15	
16	Ability to reject to specific person (role) and receive it directly back to the person (role) who rejected the document.	1,1,1,1,1	5,6,4,6,5	31	2
17	Eliminate the need to pull documents from an unassigned worklist into an assigned worklist	1	1	2	
18	Revisit the levels of roles within the System and programs	1,1	1,1	4	
Low Impact / Low Control					
19	Initiators should only see their own work products in the worklist	1	3	4	
20	Review the system's naming convention	0	-	-	
21	Eliminate batch processing	0	-	-	
22	Ability to unassign or undo an action of selecting the wrong document from the unassigned worklist and be able to place it back into the unassigned worklist.	1,1	3,2	7	

# Action Register

## Tool for Improve

Ranking	What?	Who?	When?	Status
1	Update the workflow to accommodate the new Future State process	J. Schuler/ L. Locklin	12/27/17	S.N. Ticket submitted 12/22/17
2	Ability to reject to specific person (role) and receive it directly back to the person (role) who rejected the document.	J. Schuler/ L. Locklin	12/27/17	S.N. Ticket submitted 12/22/17
3	Ability to make corrections to the document within the WISE System	J. Schuler/ L. Locklin	12/27/17	S.N. Ticket submitted 12/22/17
4	Ability to keep the document in WISE throughout the entire process.	J. Schuler/ L. Locklin	12/27/17	S.N. Ticket submitted 12/22/17
5	Add the electronic signature for approvals	J. Schuler/ L. Locklin	12/27/17	S.N. Ticket submitted 12/22/17
6	Define an SLA time expectation for Document Reviews	G. Phillips	01/12/18	Completed
7	Fix the Aging reports to track time at each level	D.Perone	01/31/18	Completed

**The top seven action items with their assigned owners, and their deadline.**



# Special Thanks to...

## ODH Senior Leadership:

Nathan Huskey

Mahjabeen Qadir

Gene Phillips

Brandi Robinson

## Project Sponsor:

Jill Schuler

## Green Belt Project Mentor:

Lawissa Tidrick – Lean Black Belt

## Subject Matter Experts at ODH:

Pam Blais – SAN Administrator 1

John Belt – Health Plan Administrator 3

Lisa Eschbacher – Attorney 5

Paul Maragos – OFA Manager

Dania Nixon – SAN Specialist 2

Bridget Smith – Administrative Professional 4

Lisa Locklin – Program Administrator 2

Donald Perone – Program Administrator 2

Erika Cruser-Sowry – Lean Ohio Green Belt

Kevin Palicki – Lean Ohio Green Belt

# Questions/Comments

