

LEANOhio Newsletter

April 2018

Welcome to the April edition of the LeanOhio Newsletter. This issue features a spotlight on Regina Lurry, DYS Black Belt and how she applied Lean tools to improve the Cuyahoga County Juvenile Court Intake and Diversion Process. We're excited to announce the return of Green Belt training this year and more information about eligibility is in the Training Update section of this month's newsletter. Also, we want to hear from you! So read further to learn more about a new advice column that will be featured in future newsletters.

Congratulations to the newest members of the LeanOhio Network. 16 attendees from 11 state agencies completed Boot Camp training in March.



Front row from left: Christina Reeg, ODI; Marie Barnett, EPA; Cheyenne Sparacio, OBM; Cindy Wohlford-Lotas, ODM; Abdikhalif Awjama, OBM; **Middle row from left:** Kaitlin Alvarez, OOD; Ravone McGeachy, BWC; Kimberly Times, DYS; Michael Harrison, OOD; Regina Curtis, DYS; Kelsey Raines, ODH; **Back row from left:** Alan Gleghorn, BWC; Ryan Garber, OAG; Michelle Miller, DOT; Catherin Dikailou, DODD; Joe Pichert, ODM

Project Spotlight

The LeanOhio Network is now over 1000 people strong and will continue to play a vital role as change leaders in state government. The LeanOhio Newsletter will 'spotlight' individuals, projects, and agencies that are experiencing success through their Lean programs. A portion of each newsletter will focus on these successes.



Cuyahoga County Juvenile Court is making significant changes to their intake and diversion process, with the goal of diverting a greater percentage of youth from official court action. Research shows that youth who are diverted to appropriate services in the community have a lower re-offending rate than adjudicated youth.

Regina Lurry (pictured below), DYS Black Belt and Rachel Griffin, DYS Camo Belt facilitated a Kaizen event to assist the court with removing inefficiencies in the current process, improving customer service and achieving measureable results.

The stakeholder group involved in the Kaizen event consisted of juvenile court judges, administrators, prosecutors, probation, intake and detention staff as well as the Alcohol, Drug Addiction and Mental Health Services Board, the Educational Services Center, the Cleveland Police Department, a community parent advocate and others. The collaboration between partners allowed the team to examine less noticeable aspects of the system. Throughout the process, the team improved from having 30 decision points to 8 and reduced the total number of steps by 58%.



The team continues to meet regularly to operationalize the changes which includes the creation of a centralized resource or assessment center. This project will assist the county in serving youth and families in a less restrictive setting allowing for early identification of service needs and preventing further penetration into the juvenile justice system. Click [here](#) to get more information on Regina's Black Belt project.

Training Update



LeanOhio Green Belt Training will return in May 2018. A Lean Six Sigma Green Belt is an essential member of every project team. Whether tasked with leading projects or looking to expand knowledge, Green Belt training will help individuals develop skills in process improvement tools and techniques. The training provides content on Six Sigma, with added focus on data analysis in order to promote objective problem-solving and decision-making. Completion of this coursework will assist employees toward achieving their Green Belt certification and becoming productive members of their project teams. Upon completion of this program, participants will be proficient in the basic analytical tools necessary to Define, Measure, Analyze, Improve, and Control Lean Six Sigma process improvement projects.

As has been in previous years, participants will be selected through an application process. Selection criteria will be based on completeness of application, completed projects/results, facilitation experience, and framework to implement Lean Six Sigma in the applicant's agency.

The application and eligibility requirements can be found on the [LeanOhio Green Belt webpage](#).

Featured Tool – Joe Pichert, ODM

Many tools and templates are available and can be used for implementing Lean Six Sigma in your agency. Each month we will feature one tool and accompany a detailed description and visual to help explain the tool and its capabilities.

A Pareto Diagram is a vertical bar graph that breaks a problem or process defect into its parts and identifies where improvement efforts should be focused. It's effective because it graphically presents how seemingly small matters can create big problems. The tallest bar or "big leg" represents the part that contributes most to the problem, and pinpoints where efforts should be focused to achieve the greatest results. The name of the chart is derived from the Pareto Principle: 80% of the trouble comes from 20% of the problem, hence the "80/20 Rule".

The 80/20 Rule means that in any situation, 20 percent of the inputs or activities are responsible for 80 percent of the outcomes or results.

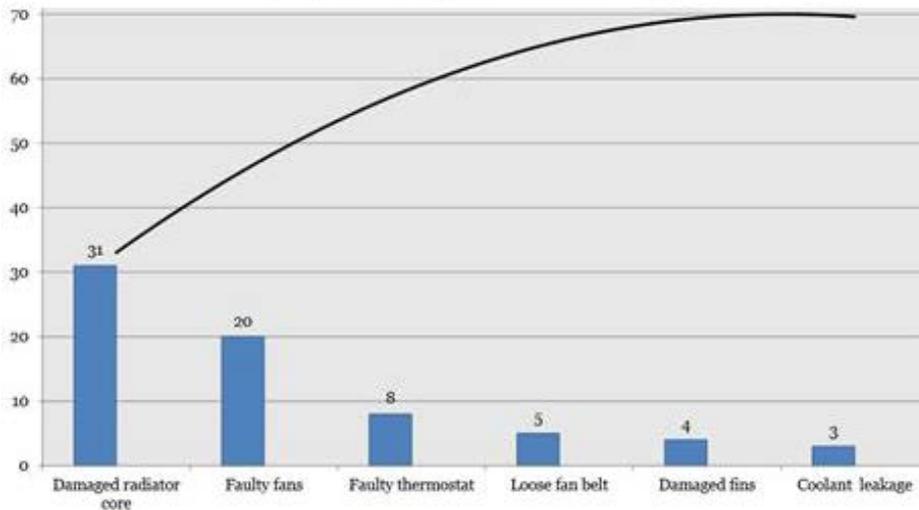
Other examples you may have encountered:

- 80% of our revenues are generated by 20% of our customers.
- 80% of our complaints come from 20% of our customers.
- 20% of our employees are responsible for 80% of sick days.

Pareto Diagrams are usually shown with a cumulative line. This represents the percentage sum of the vertical bars as if they were stacked on top of each other from left to right. This shows the percentage of the total problem or defect that a category or multiple categories contribute to the problem.

Pareto Principle is applicable to almost any life event. It is one of the best tools to use in order to focus on improving performance. Pareto Principle allows users to separate the "vital few" problems from the "useful many". This premise is that improvement efforts are more effective if the vital few are addressed first. Using the chart below we gain insight into the most significant causes of engine overheating.

Cause of engine overheating



Dr. Joseph M. Juran suggested the principle and named it after Italian economist, Vilfredo Pareto. Joseph Juran initially worked to apply the 80/20 rule to quality studies, where he identified 20 percent of the defects caused 80 percent of the problems. Project Managers know that 20 percent of the work (the first 10 percent and the last 10 percent) consume 80 percent of the time and resources.

In 1979, Joseph Juran created the Juran Institute. The Juran Institute provides research information, international training, and certifications in quality management and LEAN training. Their website offers valuable resources, including information about free webinars that you may attend. Visit their website at www.juran.com.

Lean in the News

– Sara Molski, ODHE



As members of the LeanOhio Network, we know the great strides LeanOhio has made in implementing and influencing a culture of continuous improvement for the State of Ohio. Yet, the methodology is utilized at a vast number of organizations. This section, “Lean in the News”, features different organizations that are utilizing Lean Six Sigma for operational and continuous improvement and provide a brief overview of their use of the famous methodology.



One of the most powerful reasons Six Sigma has sustained itself as an effective operational management practice is because the methodology is applicable to all processes that yield a product. For example, one process you might not have thought of is winemaking. Six Sigma Ranch and Winery in California truly believes that Six Sigma methods enable the creation of a consistent and quality product - wine. Six Sigma Ranch's owner Kaj Ahlmann mastered Six Sigma techniques while working for General Electric's reinsurance group. When he bought the ranch, he felt strongly that Six Sigma would be useful

for winemaking as well. He was so positive that he chose to name the ranch after the method. The Ranch and Winery combines the old-world art of making wine with the science of data-driven Six Sigma principles. The Winery uses the techniques for vineyard site selection, selecting grape vine rootstocks and clones, grape harvest, and aging. Their goal is to make extraordinary quality wine at an affordable price. Ahlmann believes the most important consideration is the voice of the customer. They are constantly gathering data about customer preferences. You can read more about the Winery [here](#). As they say on their webpage, “truly great wine reflects the marriage of art and science.”

Network Update



Ohio Department of Medicaid Black Belt Betty Birt is retiring after 30+ years with ODJFS and ODM. Betty is a Project Manager in the Ohio Department of Medicaid Project Management Office. She received her Black Belt in early 2017 by working on the [Constituent Inquiries Project](#) at ODM. Betty has participated in numerous Kaizen events and has completed her goal of mentoring a Green Belt candidate to certification. From all of her experience what stands out the most to her is, “People know the solutions to their problems. They just need a voice and support.”

She has really enjoyed being part of the network and meeting so many great people.

Her retirement plan is to “not make too many plans.” She plans to travel to visit family in Colorado and Connecticut and spend time with her grandkids. She will also enjoy her newly remodeled house and play in her gardens. She’s also recently applied to volunteer with the Columbus Zoo and CAPA. She’s also considering using her Black Belt skills to do consulting work. ODM and the entire LeanOhio Network will miss her!



We are pleased to announce Steve Tribbie as the new Lean Liaison at Opportunities for Ohioans with Disabilities (OOD). Steve received his Green Belt in April 2017 and currently works in the Division of Employer and Innovation Services as the agency’s Research and Reporting Manager. He’s responsible for coordinating agency reporting activities, including Tableau report development and publication. He also performs research and analysis functions in support of policy development and program evaluation, and directly support OOD’s Business Relations team, whose role is to engage Ohio businesses to establish employment opportunities for individuals with disabilities. Steve is also involved in establishing data exchange agreements

and processes with other State agencies, and continues to have a role in organizing and tracking OOD’s strategic plan initiatives.

Network Opportunity

Starting in September 2018 DYS and DRC will be sharing services in IT, Finance, and Human Resources in an exciting move to allow for better collaboration. These three areas will have work teams put together with frontline staff and management to help develop processes and procedures moving forward. DYS and DRC are looking for experienced Camo, Green, or Black Belts to help with the following:

- Facilitate small work teams
- Process map current state processes
- Process map and help staff create future state processes

Each work team will also have a DYS or DRC trained belt to help with documentation and facilitation with the LeanOhio belt.

For more background information, please click [here](#) for the collaboration website.

If you wish to volunteer for this opportunity please contact Michael Buerger by Tuesday, April 10th, michael.t.buerger@das.ohio.gov or 614-466-6023.

New Advice Column Coming Soon!

In the coming months, we'll be piloting a new advice column concept. Similar to 'Ask Heloise' or other advice columns, we'll take questions submitted by you, our readers, and do our best to answer them as earnestly and helpfully as possible here in our newsletter.

But of course, in order to get this started, we need questions! Please submit your questions to leanohio@das.ohio.gov with the subject line 'Ask LeanOhio'. Questions can be specific to your own work situations, or more general Lean Six Sigma inquiries, but the more interesting the question the more likely it is that we'll feature it in our newsletter. And if your question is chosen to be featured in our column, we're more than happy to mask your true identity if it's a sensitive topic and you indicate to us that you'd prefer anonymity.

We hope to give this new column a trial run as soon as our next newsletter edition, so send us your questions today!

Upcoming Events

[OSU Center for Operational Excellence Summit](#) – April 10-12, 2018

[LeanOhio Boot Camp Training](#) – April 24-27, 2018

[PDCA & A3 Training](#) – May 10, 2018

NEW! [LeanOhio Learning Lab](#) – May 10, 2018

[LeanOhio Green Belt Training](#) – May 21-24, 2018



“Intelligence is the ability to adapt to change.”

-- Stephen Hawking



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Ideas or feedback? Please send to: leanohio@das.ohio.gov