

LEANOhio Newsletter

June 2018

Welcome to the June edition of the LeanOhio Newsletter. This issue features a very informative article on Data Analytics (DA) and why so many industries and organizations (including the state of Ohio) are investing in DA technologies.

The Featured Tool this month is the A3 which is used for problem-solving and for documenting the necessary information needed for reporting and decision-making. Read further to learn how LeanOhio uses the tool in government.

Congratulations to our Green Belt class of 2018 (pictured below). 20 attendees from 11 state agencies completed Green Belt training in May. The new Green Belts are now equipped to use the Define, Measure, Analyze, Improve, and Control (DMAIC) data-driven methodology to help make real and positive change in their agencies.



Front row from left: Shannon Stallings, OBM; Carla Cornelious, BWC; Patrice Yacko, DOT; Anna Garver, DAS; Middle row from left: Valerie Horton, BWC; Brandi Robinson, ODH; Vanita Curry, ODM; Rachel Griffin, DYS; Alicyn Carrel, DAS; Cher Bland, DAS; Luz Allende, ODH; Kathleen Martin, BWC; Back row from left: Monica Womack, DSA; Stephen James, ODH; Travis Shaul, OBM; Amanda Hill, Commerce; Alyshia Benedict, JFS; Julianne Finnegan, DOT; Michael Frazee, MHA; John Pfeiffer, OBM



If you keep up on current events, you can seldom string together two consecutive days without hearing something in the news about Data Analytics (DA). What is the DA hype really all about? This article explains in three brief sections why so many industries and organizations (including the state of Ohio) are investing in DA technologies.

What is data analytics?

Data Analytics (DA) is the method of analyzing raw data to draw conclusions or answer questions. There are four categories of DA.

1. *Descriptive analytics* answers the question “What happened?”
2. *Diagnostic analytics* answers the question “Why something happened?”
3. *Predictive analytics* answers the question “What is likely to happen?”
4. *Prescriptive analytics* answers the question “What action to take to eliminate a trending problem?”

You can quickly see the value to any organization in using all four categories of DA to guide business decisions. For example, in healthcare, analyzing large sets of Electronic Health Record data shows that tailoring new cancer treatments based on a patient's genetic makeup leads to better outcomes and fewer hospitalizations resulting in reduced overall costs. This is happening today at the [Cleveland Clinic](#).

What are some of Ohio's current data analytics pursuits?

In 2017, Governor Kasich announced a new [data analytics](#) and [statewide data sharing](#) initiative. As part of that initiative, Deven Mehta heads up the [State of Ohio Enterprise Business Intelligence Office](#). Deven and team offer enterprise data warehousing, analytics, and decision support solutions to state agencies, board and commissions, and institutions of higher education. This is done in a model that promotes efficiencies through shared resources. A perfect example of how Ohio is using massive amounts of state accounting data and making it available to the public using appealing graphic displays is [Ohio's Interactive Budget](#). As DA continues to develop, we will see more of this type of aggregate data functionality on public information websites.

How does data analytics relate to Lean Six Sigma?

LeanOhio teaches us Camo, Green, and Black belts how to make the work we do in state government simpler, better, faster, and less costly. But does adding DA to our Lean Six Sigma toolbox really enhance these four outcomes? Yes, greatly! Here's how... Sophisticated modeling used in DA quickly identifies waste, out-pacing traditional Lean tools and techniques. By using larger data sets and faster computational power in DA, process control measures and trend analysis is not only quicker, but also more reliable. Powerful DA

has even revealed previously unknown problems, which, once corrected, greatly improved efficiencies.

If this article sparked your interest to learn more about DA, [Coursera](#) offers dozens of on-line DA courses for free. [Learning on Demand](#) also offers hundreds of on-line books, videos, resources, and courses related to DA.

Featured Tool

– Racquel Graham, LeanOhio



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

An A3 is something you may have heard about in relation to Lean, but what is an A3?

- a. A report
- b. A way of thinking
- c. An 11 x 17 piece of paper
- d. An approach to continuous improvement
- e. All of the above

If you chose “e. All of the above”, you are right! The most basic definition of an A3 is a P-D-C-A storyboard or report, capturing the Plan-Do-Check-Act problem-solving cycle on one sheet of paper. The A3 provides a structured format for telling the story and sharing the results of your improvement project. The A3 standardizes reporting and visually communicates results in an easy way that promotes organizational learning.

In addition to being a reporting and communication tool, the A3 serves as a format for problem-solving and continuous improvement. It provides structured guidance from problem identification to solution implementation. An A3 is meant to identify and communicate critical information and facilitate decision-making.

The A3 enables individuals and teams to practice the scientific method of problem-solving by:

- Framing problems in solvable ways
- Taking a data-based approach
- Using root-cause-analysis to address underlying causes
- Testing solutions to validate their effectiveness

The A3 enables you to address things that bother you or frustrate you in your efforts to better serve customers.

The first three sections of the A3 can be used to make a case for an improvement project proposal. You frame the issue identifying what the problem is, why it needs to be addressed, and provide baseline data. Using this structured approach clearly communicates the issue,

shows that you have done your homework, and enables leadership support of an improvement project.

The A3 is a fundamental lean tool, but is so much more than a tool. It is also a way of thinking that reflects the philosophy of *don't blame the people, fix the process!* This methodical approach views problems as opportunities to make improvements every day. Developing A3 thinking fosters common understanding and builds a continuous improvement culture.

And finally, yes the A3 is an 11 x 17 piece of paper that captures the entire problem-solving process on one page. It is a Lean industry standard that has been adopted in Ohio government. A3 is the foundation for Camo Belt projects. All Camo Belt improvement projects must be submitted on an A3. You can find an instructional video, sample A3's and the A3 template (excel file) at: lean.ohio.gov/Results/A3Reports.aspx.

A half-day training session on PDCA and A3 is available to learn to use the PDCA process and the A3 tool. New sessions will be posted on the [LeanOhio Calendar](#) as dates become available. Additionally, we have piloted a *Learning Lab* where people can get consulting help from Black Belts on their projects and their A3s. Look for future offerings of this opportunity soon.



“The LeanOhio Camo Belt/Boot Camp is the cornerstone of Lean development in Ohio state government. The A3 is the key building block for developing successful Lean implementation. The A3 tells your story from why change is needed to displaying the current state and making improvements to create the improved future state.” – Joe Pichert, Ohio Department of Medicaid

Network Resource

Many resources are readily accessible on the LeanOhio website and also available through other organizations. This section, “Network Resource,” will feature additional Lean resources to support your process improvement efforts.

ASQ (American Society for Quality) is a global community of people dedicated to quality who share the ideas and tools that make our world work better. With individual and organizational members around the world, ASQ has the reputation and reach to bring together the diverse quality champions who are transforming the world's corporations, organizations and communities to meet tomorrow's critical challenges.

ASQ provides the quality community with training, professional certifications, and knowledge to a vast network of members of the global quality community.

Headquartered in Milwaukee, Wisconsin, USA, ASQ champions people passionate about quality in more than 150 countries. ASQ Global operates National Service Centers in India, China, and Mexico, and has a regional service center in the United Arab Emirates, serving the Middle East and North Africa region. ASQ's global offices provide local access to the quality community, career development, credentials, knowledge, and information services.

ASQ also collaborates with a network of World Partners® spanning 20 countries and further extends its global reach through a network of 22 registered service providers that deliver licensed ASQ training and certification exams in a specified territory.

[Click here](#) for ASQ's online brochure.

We are looking forward to hosting representatives from [ASQ – Columbus Section](#) at the Lean Liaison/Black Belt Network meeting on Friday, June 22nd.

Lean in the News

– Sara Molski, Department of Higher Education



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.

“At Walt Disney World, There’s a lot of Lean Behind the Scenes”



For many, June is an exciting time of year because it means summer vacation! A popular vacation destination is Walt Disney World. However, did you know that there is a lot of Lean behind the scenes at Disney World Parks and Resorts?

It started with founder Walt Disney himself. Walt Disney was a Lean Thinker before the methodology became a popular and highly used methodology. Disney embraced what are today five Lean principles. First, Disney mastered

making the invisible visible. He was a pioneer for visual management through the implementation of story boarding. Second, he considered employees as active participants. At Walt Disney World, every employee is considered a “cast” member, and the purpose of Disney World is to perform a “production” for its guests. Third, Walt Disney World has a culture of continuous improvement, the key to sustaining success in business and meeting customers’ expectations. Disney World uses the PDCA method, or Plan-Do-Check-Act cycle. In addition, Walt Disney was a stickler for details, which is an important element to Lean thinking. Finally, Disney World commits to its message to ensure consistency in processes, words, and actions.

Disney World’s approach to customer service has become a reputable strategy in which other businesses strive to replicate. Why? Because Disney focuses on quality and exceptional customer service. The principles of quality and the voice of the customer are at the heart of Lean Six Sigma. Bruce Jones, Senior Cast Development Director at the Disney Institute, writes, “Quality is in the imperceptible things that guests might not even know they see.” For Disney, their success in customer services stems from properly managing systems and processes. Disney World constantly strives to understand their customers’ expectations and establish the

proper guidelines and service standards. Outstanding services stems from uniting the three P's - people, place, and processes - within an organizational framework. More information is available [here](#).

Well there you have it folks. Mickey Mouse even uses Lean. It gives a whole new meaning to "It's a Small World After All."

Upcoming Events

[OSU Center of Excellence IT Leadership Network Forum](#) –
June 6, 2018

[LeanOhio Network Belt Presentations](#) – **June 22, 2018**

[Lean Liaison and Black Belt Meeting](#) – **June 22, 2018**

[OSU Center of Excellence Summer Session, Part 1](#) – **June 27, 2018**

[LeanOhio Boot Camp](#) – **July 17- 20, 2018**



“Data are just summaries of thousands of stories – tell a few of those stories to help make the data meaningful.”

-- Chip and Dan Heath, Authors of *Made to Stick, Switch*



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