LEANOhio Newsletter

November 2018

Welcome to the November edition of the LeanOhio Newsletter. This issue spotlights a recent Green Belt project from the Attorney General's Office in their Medicaid Fraud Control Unit (MFCU).

This issue also highlights a brainstorming tool used to organize numerous ideas into subgroups with common themes or common relationships so they can be more effectively analyzed.

November also brings us Thanksgiving! Read on further for tips about how to include Lean tools into your Thanksgiving Day meal preparations.

Congratulations to the newest members of the LeanOhio Network. 19 attendees from 9 state agencies completed Boot Camp training in October.

Front row from left: Shawna Deems, ODM; Renae Burley, BWC; Emerall Young, ODM; Mariah Marcum, ODI; Jeanene Wall, OBM; Middle row from left: Dorsia Marchand, ODM; Elizabeth Parker, DAS; Jennifer Jenkins, TAX; Michelle Webb, ODH; Shawn Garrett, DAS; Cheryl Vitale, ODH; Troy Carter, DAS; Back row from left: Rodney Barksdale, OBM; Therese Herhold, Senate; Arshad Al-Sabur, BWC; Neeharika Pesala, DPS; Patricia Pacl, BWC; Scott McClung, TAX; Karen Haines, BWC

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 spotlights individuals, projects, and agencies that are experiencing success through their Lean programs. A portion of each newsletter focuses on these successes.

At the Attorney General's Office, the case intake process is the genesis of every Medicaid Fraud Control Unit (MFCU) investigation. The integrity and efficiency of this process are of great importance to the Unit. The case intake starts the process for investigating fraudulent Medicaid crimes.

Paul Kolb, Special Agent Supervisor of the Health Care Fraud Section, sought to improve the case intake process for his LeanOhio Green Belt project; eliminating unnecessary and redundant tasks, better utilizing limited resources to produce better case intakes, and improving the experiences of internal and external customers who touch the process. Over a period of more than nine months, Paul mapped every task in this complicated process, interviewed every team member who touches the process, and hosted several stakeholder meetings where he applied Lean Six Sigma tools to review and evaluate his findings.

Through his efforts, Paul was able to realize a 39% reduction in process tasks, with 47% fewer "pain points," 46% fewer "handoffs," and 16% fewer "decision points." The projected annual savings to the Unit is 28 staff hours or $7,316!

Measure	Before	After	Difference
Process Steps	82	50	32 / -39%
Decisions	19	16	3 / -16%
Handoffs	13	7	6 / -46%
Waste Points	15	8	7 / -47%

In addition to the process enhancements noted above, other improvements include:

- a prototype available for a new on-line complaint form when redesign is initiated;
- support for future Lean projects using the DMAIC roadmap; and
- an Intake team of highly engaged professionals who feel pride in knowing all their input was valuable to the success of the project.

More information about Paul's LeanOhio Green Belt project can be found here.

Featured Tool – Michael Buerger, 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 Affinity Diagram is a planning tool for brainstorming and then organizing ideas. It is designed to sort a large number of ideas, process variables, concepts, and opinions into naturally related groups. This tools helps to categorize large amounts of data by finding relationships between ideas and can help support decision-making. Affinity diagrams can be used to:

- identify improvement ideas;
- brainstorm root causes and solutions to a problem;
- draw out common themes from a large amount of information; and
- discover previously unseen connections between various ideas or information.

An Affinity Diagram starts to group ideas into themes. From the chaos of randomly generated ideas comes an insight into the common threads that link groups of them together. From there, the best ideas or solutions often emerge.

Click here to watch a short instructional video from the LeanOhio YouTube page to learn more about using this tool.

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 utilize Lean Six Sigma for operational and continuous improvement and provides a brief overview of their use of the famous methodology.

A Lean Thanksgiving

November is here, and we know what that means….THANKSGIVING! For those preparing the Thanksgiving meal, the day can be extremely stressful in ensuring the meal meets expectations. Yet, what is cooking other than a process? The following blog outlines tips for optimizing your Thanksgiving meal operation through the lens of the Lean tool "TIMUWOOD." The acronym identifies the various categories of waste: Transportation, Inventory, Motion, Underutilization, Waiting, Overproduction, Over processing, and Defects.

First, eliminate *overproduction* by having a guest count. This will help avoid excess left overs and wasted food. Second, eliminate *waiting* by prepping. To avoid your guests having to wait for dinner, ensure your turkey is defrosted and you have as much food pre-made as possible. Third, eliminate *inventory* by not buying excess stock in Thanksgiving foods because they are on sale. It can be tempting to overbuy foods when they are on sale, yet remember to only buy what you need. Fourth, eliminate *motion* by keeping guests out of your kitchen. The blogger suggests setting up factory-like stations, such as assigning one person to wash pots and pans to free up space for dirty plates after the meal; assign another person to set up desserts and pre-cut pieces; and/or assign another person to set the table. Finally, the blogger suggests illustrating your process with a value stream map. This will help tremendously in streamlining your operation and ensuring you have more time to spend with family and friends.

The LeanOhio Network Committee wishes everyone a Lean Thanksgiving. May it truly be spent on what brings value!

Project Results

LeanOhio hosted its quarterly belt project presentations on September 27th. The meeting featured presentations for six green belt projects. These projects are required for participants to earn their belt certification after completing training and demonstrating the use of Lean tools and data analysis to improve government processes. Lean practitioners from DOT, DYS, OAG, ODH, OSS, and MHAS all presented projects and earned their LeanOhio green belt certification.

Also on display were the results of nine camo belt projects. For participants to earn a camo belt they must complete LeanOhio Boot Camp training and a process improvement project and submit their results to LeanOhio on an A3.

Click here to view the most recent belt projects.

(Pictured) Top: Rachel Griffin, DYS; Karen Stone, PUCO; Paul Kolb, AOG; Middle: Julie Finnegan, ORDC; Andrew White, MHAS; Bottom: Bobbi Burke, ODH; Mary Fischer, PUCO; Shannon Stallings, OSS

"Perfection is not attainable. But if we chase perfection, we can catch excellence."

-- Vince Lombardi, *Former NFL Head Coach*