

LEANOhio Newsletter

April 2019

Welcome to the April newsletter. This month continues our focus on the five-phase DMAIC methodology and takes a closer look at the Measure phase. In the first phase, Define, the focus is on creating a project plan and gathering voice of the customer and other basic information about the process. The Measure phase focuses on clarifying how the existing process is performing and if it is meeting customer requirements. Check out the *Featured Tool* section for more information on the Measure phase.

This month's *Project Spotlight* provides additional information on Governor DeWine's RecoveryOhio initiative. LeanOhio recently had the opportunity to collaborate with RecoveryOhio to help generate a list of recommendations on how to improve prevention, treatment, and recovery support efforts that address the state's public health crisis – mental health and substance use.

And lastly, we are pleased to announce two new Lean Liaisons at the Department of Youth Services and Department of Health. Both individuals are very active members of the LeanOhio Network and we are thrilled to have them in the new role representing their agency on process improvement initiatives.

The Lean Liaison is responsible for coordinating Lean activities, supporting projects, tracking and reporting results, and communicating and promoting Lean within their organization. More about the role of a Lean Liaison can be found [here](#).

Network Update



Hannah Thomas is the new Lean Liaison for the Department of Youth Services where she works in the area of Quality Assurance and Improvement as the Assessment and Quality Improvement Administrator. In her role, she is responsible for project management of a statewide risk assessment system, training staff on Evidence Based Practices, and managing the Office of Research. Hannah started her Lean Six Sigma journey in 2014 and earned her Black Belt in 2018. She has facilitated multiple events over the past 5 years for both internal and external staff and enjoys creating a space where individuals are empowered to use LSS tools to improve the work they do every day.

Hannah's contact information is Hannah.Thomas@dys.ohio.gov or 614-466-7512.



Lawissa Tidrick is the new Lean Liaison for the Ohio Department of Health (ODH). Lawissa works as an IT Project Manager 2 in the Office of Management Information Systems and is also a member of ODH's Quality Improvement Committee devoted to training and promoting a culture of process improvement throughout the agency. Lawissa earned her Lean Six Sigma Black Belt in 2016 and has sponsored many additional Lean projects throughout her agency.

Lawissa can be reached at Lawissa.Tidrick@odh.ohio.gov or 614-752-4644.

Project Spotlight

RecoveryOhio

Governor DeWine's first Executive Order was EO-1D Creating the RecoveryOhio Initiative. This initiative was created to address the drug epidemic in Ohio and is charged to:

- Advance and coordinate substance abuse and mental health prevention, treatment and recovery support services at the local, state and federal levels.
- Engage private sector partners to align efforts to do the most good for Ohioans struggling with a mental illness or substance use disorder and their families.
- Initiate and guide enhancements to the behavioral health system to improve patient experience during treatment and treatment outcomes.



Alisha Nelson is the Director of RecoveryOhio and she reached out to LeanOhio to assist with efforts on planning and facilitating the RecoveryOhio Advisory Council meetings. The council is made up of individuals from private industry, government service, learning institutions, criminal justice settings, healthcare, and those living with mental illness and/or a substance use disorder and their families.

LeanOhio's Michael Buerger was the lead facilitator and used a variety of Lean tools and techniques to help get RecoveryOhio Advisory Council members to reach consensus on a list of actionable recommendations that will improve the system for people impacted by mental health and substance use disorders. These recommendations were provided in their initial report and will serve as the framework for the work that will follow towards implementation.

The report is available to download here:

<https://governor.ohio.gov/wps/portal/gov/governor/media/news-and-media/031419a>

Network Resource

LeanOhio Project Starter Kit



If you're looking for Lean-ready improvement projects, download the [LeanOhio Project Starter Kit](#). It starts with a quick-take assessment that can point you in the right direction -- leading to projects relating to 5S (sort, straighten, shine, standardize, and sustain), poka-yoke (mistake-proofing), customer feedback, measurement, visual management, and process mapping.

The Project Starter Kit can help you get a better idea of which Lean-related tools and methods are most needed in your workplace. This will help you as you move closer to identifying a worthwhile project where you can successfully put your Lean know-how to work.



Breaking Down DMAIC

In the March newsletter, we kicked off the featured tool section on the DMAIC framework, starting with the Define phase. For April, we will focus on the Measure phase.



Overview

The Measure phase focuses on identifying and collecting the necessary data to understand current process performance. Projects in this phase center on determining the magnitude of the problem. This is a critical part of any project. Data should be collected that focuses on both the process as well as measuring what is most important to customers. In most Lean Six Sigma (LSS) projects, this is reducing lead time and/or improving quality.

Measuring the Problem

We've all heard the saying, "What gets measured, gets done." It is important to measure the existing process performance. Often our processes can be off target, either chronically or occasionally. During this stage, the LSS professional measures the problem to see if it is systematic or an exception. Activities in this phase can include:

- Understanding metrics (goals)
- Validating measurement systems
- Determining process performance

In order to understand the metrics, the LSS professional starts with a data collection methodology. It is important to let the data tell the story. Without knowing the true story, improvements will be difficult to identify and solve. LeanOhio identifies four steps in the data collection method. They are:

1. Develop operational definitions for measure
2. Develop a measurement plan
3. Collect data
4. Display and evaluate data

Validating the measurement system helps the LSS professional verify that the measurements and data are valid so that sufficient baseline data can be gathered prior to making data-based decisions when working on a LSS project. The LSS team should ensure the measurement process for data collection is accurate.

Determining process performance includes observing and reviewing information about the process to determine what factors affect current process performance. This is when the team obtains a baseline of the current state and determines where the breakdown is occurring.

Measure Phase Tools

The tools used in the Measure phase serve the LSS professional in telling the story of the process and identifying how well a process currently meets the requirements of the operation. A Pareto Chart is one of the more common tools used in the Measure Phase because it provides a way to collect data and get a visual representation of where improvement efforts should be focused. More about the Pareto Chart can be found in the [April 2018 Newsletter](#).

It is important for the LSS professional to understand and recognize the types of data needed in order to truly identify the current state of the process. More information on the tools used in the Measure phase can be found on LeanOhio's [website](#).

Although all phases of the DMAIC framework are important, the Measure phase is critical because this stage considers the customers' perspective and links the process to the goals of the organization. Furthermore, this phase catapults the work to be done in the next phase: Analyze. Check back next month as we review the Analyze phase in the May newsletter.

Lean in the News – Julie Finnegan, LeanOhio

Developing Better Leaders



A lot of companies and businesses have continuous or performance improvement teams in place to standardize work. This helps reduce waste, increase efficiency and establish consistent, measurable results. However, when is standard work not the solution to a problem? The San Diego Zoo was recently faced with a situation where their standard way of caring for an injured elephant wasn't going to work. By creating a culture that supports continuous improvement, staff at the zoo felt comfortable and confident sharing solutions to the problem.

"We have an elephant that has foot sores," explained Jeff Foster, director of performance improvement at San Diego Zoo Global. "Those sores require a daily washing." When veterinarians had difficulty reaching through the elephant enclosure's metal fencing to wash the pachyderm's foot, elephant keepers (the enclosure's process owners) suggested an improvement that the vets rejected. Foster, however, gave the go-ahead to the suggestion, which involved altering the fence

slightly and teaching the elephant a new trick. Foster, knowing the importance of including and listening to process owners, supported the team, which led to a simple, effective solution.

“We cut a hole in the fence, the elephant sticks his foot through, and we were able to clean it with absolutely no problem,” Foster said. The lesson: “Understand that those most closely affected by the change in the end will be most concerned about participation in the process improvement in advance, and make sure they are included along the way.” If you omit the process owner along the way, you are removing a key voice in the process and will often miss details, or even come to the wrong solution.

Foster shared this example during his Lean Talk, addressing leadership attributes, influencing others, solving problems, building momentum for continuous improvement, and more.

Watch Jeff Foster’s Lean Talk here: <https://youtu.be/j7mA1ARfUrg>

Upcoming Events

[OSU Center of Operational Excellence Summit:](#)

April 9-11, 2019

[LeanOhio Boot Camp:](#) April 22 - 25, 2019

[LeanOhio Network Belt Presentations:](#) April 30, 2019

[LeanOhio Boot Camp:](#) June 17 - 20, 2019



“Be a student and a teacher.”

-- Kameelah Guthridge, *Ohio Bureau of Workers' Compensation*

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