

LEANOhio Newsletter

February 2019

Welcome to the February newsletter. This edition highlights many process improvement projects recently completed in state government, including a Kaizen event with the Ohio Department of Rehabilitation and Correction (ODRC).

This issue also spotlights Lean Six Sigma (LSS) Green Belt, Kameelah Guthridge, who was the driving force behind developing a newsletter for the LeanOhio Network. The *Lean Leader Spotlight* section provides more information about Kameelah and how she applies her Lean know-how at the Ohio Bureau of Workers' Compensation.

Lastly, congratulations to everyone that received their LSS certification last month. A total of 15 state employees from 9 different agencies completed projects and earned their belt certification. Read further in the *Project Results* section of the newsletter to learn more about the projects.

Camo Belt Recipients:



Front row from left: Elizabeth Parker, DAS; Jennifer Nichols, OOD; Lacie Sheets, ODH; Alice Ewing, ODH; Lakeisha Palmer-Yawn, ODM; Back row from left: Troy Carter, DAS; Chris Trobaugh, OBM; Kimberly Times, DYS; Marlea Baker, DYS; Name, Agency; Patrick Sheely, OBM

Lean Leader Spotlight



Kameelah Guthridge began her service at the Bureau of Workers' Compensation (BWC) as an intern in 2013 and later transitioned to her current role as a medical policy specialist in 2014. In 2017, she took on additional leadership roles as co-chair of the LeanOhio Networking Committee, Ohio Quality Network (OQN) liaison, and shared the duties of Lean Liaison at BWC. She currently manages projects that results in policy formation and process improvement. Kameelah holds a Master's degree in Business Administration (MBA) and is certified as a Lean Six Sigma (LSS) Green Belt through LeanOhio and Change Practitioner through Prosci. Kameelah also just recently completed the [Lean Leader](#)

[Development Program \(LLDP\)](#) in December of last year.

Kameelah has been an active member of the LeanOhio Network where she participated in Kaizen events as both a fresh perspective and co-facilitator. She also teaches many of the Lean tools in LeanOhio Boot Camp.

Read Kameelah's entire [Lean Leader Q & A](#) to learn more about her experience with LLDP and how her participation in this program benefitted her in her role as a medical policy specialist and LSS Green Belt at BWC.

Project Results

LeanOhio awarded and certified fifteen LSS belts in January representing nine different state agencies. Certification belts are awarded to individuals that complete training and then go on to apply their learning and successfully complete a process improvement project. These projects must include the use of Lean tools and data analysis to improve a government process. Two Green Belts and thirteen Camo Belts were awarded. A sample of the Camo Belt projects are provided below:

Elizabeth Parker, DAS: Combined two procurement processes that utilized different Agency Purchase Request processing methods into one standardized process that captures all the needs of DAS Procurement. The new single process prevents coding errors and removed delays and redundant process steps.

Michael Hampton, ODM: Created and implemented a 5S strategy in the Department of Medicaid Lean huddle room so that project teams can quickly and easily locate supplies, monitor quantity, and standardize their approach to process improvement events. Used Kanban boards to create a much more functional work space and decreased Kaizen event prep time.

Michelle Miller, DOT: Improved the process at the Department of Transportation (District 4) to more efficiently use project information for matching roadway damage incidents to the correct project and

engineer. Utilized an interactive call-out map as a single-tracking database and in most cases, processing time has been reduced from a day or two, to hours.

Patrick Sheely, OSS: Used brainstorming and poka-yoke (error-proofing) techniques to prevent errors on the Supplier Administrator Form which has significantly reduced the rejection rate (rework).

Mike Frazee, MHAS and **Sara Molski, ODHE** (pictured right) presented their projects to the LeanOhio Network and were awarded Green Belts.



Green Belt participants are required to complete a project using data analysis and report out their project results to their peers in the LeanOhio Network.

A complete listing of Green and Black Belt projects can be found on the [LeanOhio website](#).

More Project Results



The Department of Rehabilitation and Correction completed a Kaizen event focused on improving the Ohio Penal Industries (OPI) sales process from first contact through sales order submission.

The improved process will significantly speed up the time it takes for OPI to deliver products and services to customers. The event was facilitated by LeanOhio belt-trained individuals at DYS and DRC and all Kaizen team members were at least Yellow Belt trained prior to the event. This allowed the team to already have a working knowledge of process improvement and to really hit the ground running Monday morning. Here are a few of the highlights:

- Process steps reduced from 111 to 34 (69% improvement),
- Decision points reduced from 20 to 5 (75% improvement), and
- Lead time will be reduced by 15 days for standard orders and 53 days for non-standard orders once all improvements are put in place.

Congrats to John Coleman (OPI), Stephanie Starr (DRC), Hannah Thomas (DYS), Rachel Griffin (DYS) and John Rayle (DRC) for facilitating such a successful event.

Featured Tool

– Loretta Medved, Ohio Department of Insurance



The common theme across all Lean tools is to promote *organization*. As we head into the New Year, we are all looking for ways to improve our personal organization and streamline. Here are some tips to reduce the clutter and eliminate stress.

- Try to implement a 30 second, or better, goal... Can you locate an item of interest for a supervisor or colleague within 30 seconds? Be strategic in naming conventions for folders on your desktop. Organize them according to topic or “task” then break it down further by noting when the assignment was completed. For example, do you complete monthly reports? Organize these in monthly chronological order and sort by yearly folders for quick access.
- Refresh your memory on record retention requirements. Assure compliance and use this as a basis in organizing folders.
- Purge the paper! Often times we will print a document for a meeting that we already have electronically. Take some time to go through any stacks of paper you may have from past assignments and recycle them.
- Implement the [5S improvement tool](#); sort, set in order, shine, standardize, and sustain. Make a note of the 5S at your workstation and at home to maintain your New Year intentions.





City of Mississauga Lean Program



This month, we feature the City of Mississauga, Ontario, Canada, and their accomplishments since deploying their Lean transformation program in 2016 following a small pilot. A suburb of Toronto, Mississauga is Canada's 6th largest City, home to 72 Fortune 500 Headquarters, and while smaller than New York City and Chicago, it's larger in population than Milwaukee, Detroit or Cleveland.

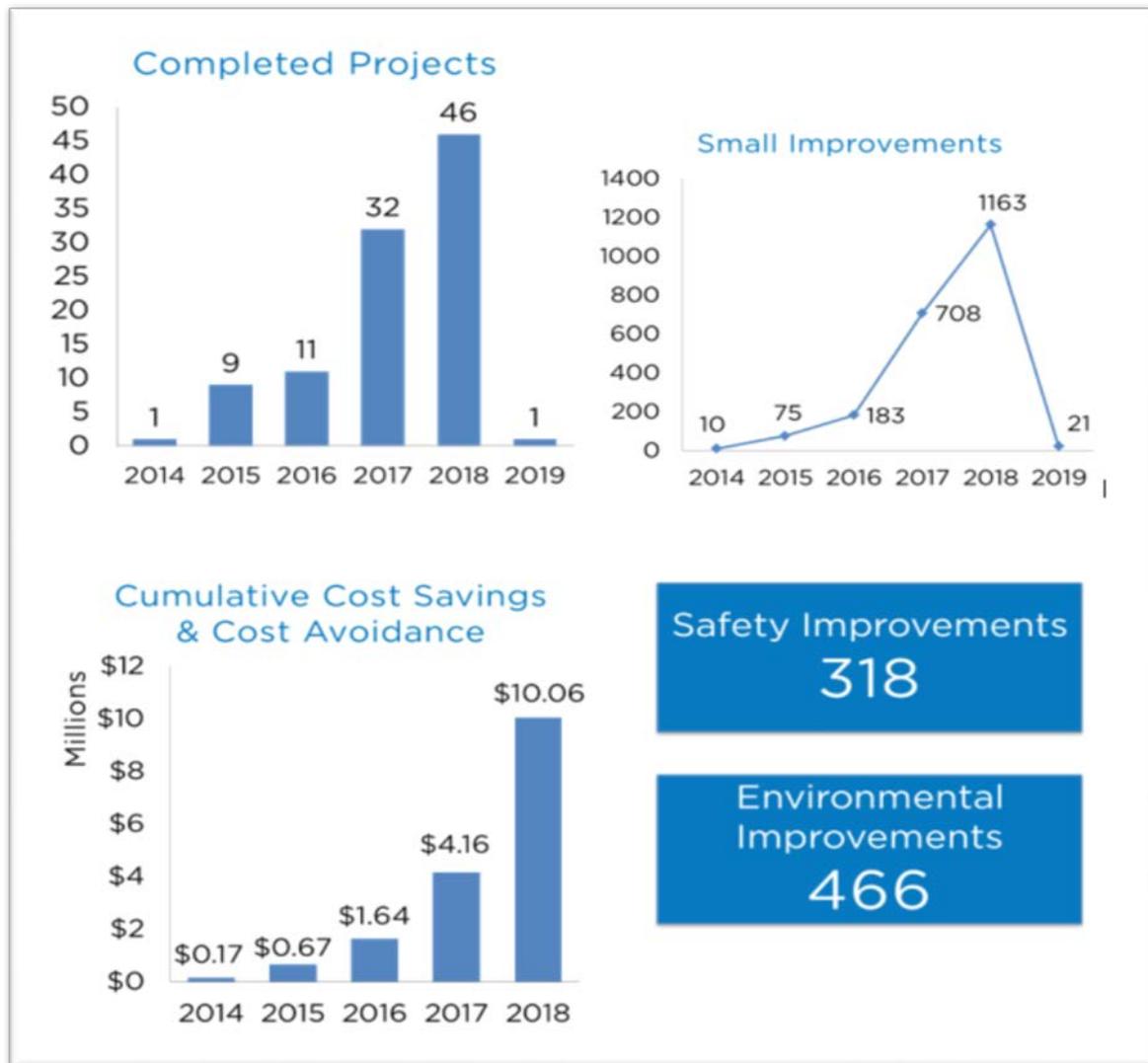
Mississauga's Lean Program focuses on creating sustainable improvements to its business processes, enhancing customer first thinking and strengthening the City's culture of continuous improvement. Following a brief pilot, the program was initiated in 2016 with the belief that a sustainable Lean transformation requires a variety of components working simultaneously, including:

- **Process Improvements:** A comprehensive review of a current process with customers, those performing the work and other stakeholders to deliver breakthrough improvements. Projects can vary depending on the complexity of the process being reviewed, and range in time taken to deliver from 2 months for simple projects to up to 1 year for more complex processes.
- **Facilitation, Coaching and Support:** Providing direct support to City Divisions and teams in the use and implementation of specific Lean tools and techniques, including the introduction of visual management tools, data collection, process metrics and process mapping.
- **Training and Development:** Coordinate the delivery of the Lean training programs, including introductory White Belt Training and more in-depth Yellow and Green Belt Training, along with Lunch and Learns and one-day workshops open to all staff.
- **Lean Management:** Supporting business units in creating the routines, habits and systems to adopt a culture of continuous improvement.
- **Resources and Tools:** Templates, case studies, instruction guides and how-to's on Lean thinking.
- **Networking and Communications:** Roadshows, maintenance of the internal Lean website, videos, press releases, Communities of Practice and mentorship opportunities.
- **Metrics and Reporting:** Consistent and transparent reporting of Lean benefits and program updates through the Lean Money Belt Program.

Mississauga has taken a holistic approach to its Lean journey. Non-union employees have performance objectives tied to continuous improvement, and the City's annual budget process reports out to the public on its Lean successes and outcomes.

"Lean helps teams solve problems. The benefits allow staff to spend more time on value added activities, simplify their work and improve teamwork and collaboration," said Wesley Anderson, Manager of Mississauga's Lean Program. "By training our staff and empowering them to make meaningful change in their work, we are well on our way to strengthening the City's culture of continuous improvement."

Below are metrics to date of the City of Mississauga Lean Program:



[Click here](#) to watch a video that further explains the key success factors, challenges, results to date, and how the City of Mississauga is promoting and sustaining positive culture change across the organization. For more information on the City of Mississauga's Lean Program, please contact Wesley Anderson, Manager, Lean Program, at wesley.anderson@mississauga.ca.

“Remember your Lean principles and realize they’re exhibited around you every day, so use them in everything you do.”

-- George McNab, *Ohio Department of Agriculture*



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