

LEANOhio

Newsletter

Kaizen Results

Ohio Department of Agriculture

A team from the Ohio Department of Agriculture completed a week-long Kaizen event in May that will transform the process for sample collection testing and results reporting. Employees from ODA's Consumer Protection Laboratory (CPL), as well as staff from IT, Plant Health, Dairy, Food Safety and Meat Inspection, worked hard all week to understand their current processes and benchmark with each other on best practices for processing testing requests. Through these tough conversations, inefficiencies and areas for improvement were discovered that can be standardized and rolled out to all areas that will transform the team's ability to turn around results and reports to internal and external customers in a timely and accurate manner.

Once fully implemented, the new process will involve 72 percent fewer steps and improve process time by up to 95 percent for some areas. Key to these measurable improvements will be the future implementation of an application for each inspection team, tailored to their information needs, that will communicate with the Laboratory Information Management System (LIMS). Additionally, there is strong potential LIMS will integrate with CPL's equipment and better manage chain-of-custody and testing data for the team, realizing further benefits and efficiencies.

To review the report out presentation, [click here](#).



Front row from left: Dr. Mohammed Amin, Amanda Crace, Jim Belt, Mary Temelkoski; **Back row from left:** Michelle Starkey, Brian Wise, Jason Kong, Yamir Rosa, Jared Parko, Bill Hennessey, Chris Holten, Todd Lucas, Angela Dineen, Matt Cochran, Sid Spurlock; **Not pictured:** Moe Bryant (Fresh Perspective).

Training Spotlight – Mugsy Reynolds, Department of Insurance

LeanOhio White Belt Challenge



Dozens of Camo, Green, and Black Belts told LeanOhio about the need for a White Belt training geared toward state workers who are unable to take a half-day, full-day, or week away from their job responsibilities for Lean training. Likewise, many others suggested the need for a White Belt training geared toward our agencies' senior leaders for the exact same reason. We told LeanOhio that the White Belt training needed to be less than two hours long; easily accessible; and convey the simple, entertaining, and powerful message that using Lean tools

and techniques really do make our current state government business processes simpler, better, faster, and less costly!

A 90-minute LeanOhio White Belt training video is available to all State of Ohio employees through the Enterprise Learning Management (ELM) system. If you work in an agency not using ELM, the White Belt training is also available through the [LeanOhio YouTube page](#).

All right fellow LeanOhio Belts – here comes the challenge. Please forward the link to this [job aide](#) to folks in your agency who are frustrated by one of your business processes that resemble the “Fable of Complexity”. Or, forward it to those workers who are “stuck on the escalator”. Better yet, schedule a group viewing and invite all those hard working but extremely frustrated “Lucy and Ethels” in your agency – surely, attendees will not only relate to certain parts of the training, but will also get a good laugh! If you have watched the video, you know exactly what I am referring to.



So, come on LeanOhio Network – let’s pay forward and do our small part in this challenge to invite hundreds and even thousands of state workers and leaders to view this White Belt training video. Why? Because it may be the very spark that leads to improved systems all across our state government enterprise. As Natalia from the Rockaway Metro Food Distribution Organization said in the training video, “If you have a good system, the work takes care of itself.”

Featured Tool – Kameelah Guthridge, Bureau of Workers’ Compensation

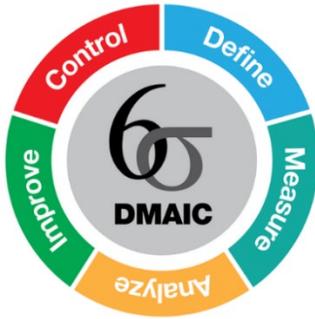
DMAIC – Improve Phase

In March, we focused on defining the problem (Define phase). In April, we shared information about obtaining baseline data to understand how the process is performing (Measure phase). In May, we shared information about how to analyze inefficiencies by finding the root cause of the problem (Analyze). This month we will explore the Improve phase.

The Improve phase focuses on generating solutions and implementing them. Three major components to the improvement phase include:

1. Brainstorming solution(s)
2. Implementing solution(s)
3. Analyzing key measurements of the improvement

Brainstorming Solutions



In the improvement phase, value-added ideas are generated, ensuring that the process is absent of waste. The Lean Six Sigma (LSS) team should think of as many ideas as possible. The team may have jotted down ideas during the previous three phases, so be sure to include those ideas as well.

Silent brainstorming using post-it notes is my favorite go-to for developing solutions because it encourages the entire team to contribute to improving the process and safeguards against group think. However, there are other types of brainstorming that are effective and could be used.

After ideas are generated, the LSS team categorizes all the ideas on post-it notes and the group reaches consensus on which solutions are best for improving the process.

Selecting and Implementing Solutions

After consensus is reached, the LSS team selects which improvements will be implemented based upon the analyzed data and develops a plan to improve the process. A LSS professional ensures the team documents the plan and that it includes all critical tasks, ownership of responsibilities, and actual completion dates. Important notes should also be gathered to assist with follow-up on critical tasks.

Analyzing Key Measurement of the Improvement

The project team verifies that the proposed solutions will result in measurable improvements. Examples of measurable improvements that can be made in an LSS project may include the following:

- Process steps
- Decision points
- Handoffs
- Delays
- Process lead time
- Cycle time
- Direct cost savings
- Redirected work hours

The measurements can be determined by comparing the current state to the future state and recording the change as a percentage.

Remember, some of the tools can be used in more than one phase, so select the tool that is most helpful for your project. A list of tools that can be used in the Improve phase of DMAIC can be found on LeanOhio's [website](#).

Next month, we will focus on the Control phase of DMAIC.



Lean Six Sigma at Xavier University



We have multiple Lean engagements at the State of Ohio and many universities have also adopted Lean Six Sigma not only in their student curriculums, but also in their daily business operations. One such school is Xavier University in Cincinnati, Ohio.

Besides formal degree programs, the Xavier Leadership Center (XLC) has been offering high quality leadership and business professional development programs for global, regional and local organizations and individuals. I received my Bachelor of Arts degree in Urban Studies and earned Yellow, Green and Black Belts in Lean Six Sigma from Xavier. Xavier's learning model prepared me for my career as a project manager and Lean Six Sigma practitioner with the Ohio Department of Medicaid. Their unique training concept is based on a three-dimensional learning model consisting of Think, Feel and Do:

- 1) Think – Engage participants to learn relevant content and concepts using a variety of approaches.
- 2) Feel – Emotional trigger that must be pulled to get people to absorb new materials.
- 3) Do – Need to get one's hands 'dirty', practicing or applying concepts we deliver.



In addition to the XCL, Xavier University's Project Management Office deals with project requests concerning software implementations. Outside of the traditional role of a PMO, they are investing in Business Process Improvement strategies.

According to Mary Bessler, "Process Improvement is understanding what people do today to make it work better tomorrow. The key is knowing your customer and what they do."

Mary has been with Xavier University for the past nine years and has experienced a major culture change. Rather than taking processes and accepting the way things are currently done, Mary encourages business process owners to ask "why" and "how" their process(s) interact with other areas of the University - Human Resources, Finance and Operations to name a few.

Natalie Panczuk, Director of the Xavier Project Management Office says "our main objective is building business efficiencies. We tend to shuffle lots of paper, and we try to teach and ask the question why we are doing this, this way? An unacceptable answer is because we have always done it this way."

According to Natalie, the objective is to make the functional areas self-sufficient in business efficiency. "A Lean event is not an end, but a beginning to continuous improvement. There is a need

to continually re-evaluate, readjust and promote change. Ultimately, the process is reviewed both from an upstream and downstream approach to improve efficiency on our campus.

The greatest challenge according to Natalie is to focus away from the old ways of doing things and break the circle as work piles up. This is always the challenge in implementing continuous improvement and change. Xavier is committed to overcoming that challenge using Lean. For more information about Xavier's Lean approaches, visit xavierleadershipcenter.com.

Special Thanks to Carol Turchick, Director, Xavier Leadership Center; Mary Bessler, Xavier University Project Manager; Nathalie Panczuk, Director, Project Management Office and Michelle Debevec, Marketing Manager, Xavier Leadership Center for contributing to this article.

Network Update

New Agency Lean Liaisons

Adjutant General: Allison Stone - allison.k.stone.mil@mail.mil 

Auditor of State (AOS): Betsy Bashore - BJBashore@ohioauditor.gov 

Office of Budget and Management (OBM): Brandi Crowley - Brandi.Crowley@obm.ohio.gov 

Upcoming Events

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

[LeanOhio Open House](#): July 18, 2019

[LeanOhio Boot Camp](#): August 19 - 22, 2019



“If you have a good system, the work takes care of itself.”

-- Natalie, *Employee of the Rockaway Metro Food Distribution Organization as quoted in the LeanOhio White Belt training video*

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

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Administrative Services

Mike DeWine, Governor
Jon Husted, Lt. Governor
Matt Damschroder, Director

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