



Department of
Administrative Services

November 2019

LEANOhio

Newsletter

Training Update

Green Belt Training

LeanOhio had 18 employees from 12 different agencies complete our four-day Green Belt training September 30 – October 3. Green Belt training provides an in-depth, hands-on experience in which participants learn process improvement tools and techniques. The training provides advanced content on Six Sigma, with added focus on data and data analysis in order to promote objective problem-solving and decision-making, building on the tools and principles taught in LeanOhio Boot Camp. These participants are now equipped to use the DMAIC (Define, Measure, Analyze, Improve, and Control) data-driven methodology to help make real and positive change in their agencies. Participants are expected to put their knowledge and skills to work in their agencies through process improvement projects, and to team up with and mentor other Lean Six Sigma practitioners in state government.



Front Row, L-R: Charuta Kelkar, OOD; Domonique Rice, DYS; Asia Pope, DAS; Amanda Parson, MHAS
Middle Row, L-R: Patty Magazine, DAS; Brittany Schuch, DNR; Dionne Ingram, BWC; Jill Price, ODH; Cheryl Vitale, ODH; Elizabeth Parker, DAS; Karen Stone, PUCO
Back Row, L-R: Troy Carter, DAS; Andrew Bolzenius, ODOT; Alan Gleghorn, BWC; Isaac Sneed, OOD; Christina Miller, Aging; Thomas Papacostas, Medicaid; Janece Keyes-Shanklin, BWC

LeanOhio Update

Hannah Thomas – Systems Improvement Consultant



We're excited to announce that Hannah Thomas joined the LeanOhio team on Monday, October 28th as a Systems Improvement Consultant. Hannah spent the past 13 years at the Ohio Department of Youth Services where she worked with state and local governments as an administrator in criminal justice to promote best practices and help organizations achieve their desired state while developing buy-in from stakeholders.

Hannah believes in empowering staff with the tools and techniques to improve the work they do every day. She enjoys creating an open and honest space for participants and brings a level of empathy and excitement with her to every event.

Hannah completed her undergraduate degree in Psychology at Ohio Wesleyan University and holds a Master's Degree in Criminal Justice from University of Cincinnati.

While working at DYS, Hannah was a very active partner in the LeanOhio Network. She co-facilitated multiple Kaizen events, taught sections of LeanOhio Boot Camp and led their internal Lean training

program. She earned a Lean Six Sigma Black Belt from LeanOhio in 2018 and is also a PROSCI Certified Change Management Practitioner. Hannah's email is Hannah.Thomas@das.ohio.gov.

Project Results

Belt Project Presentations

LeanOhio awarded and certified sixteen Lean Six Sigma (LSS) belts in October representing ten different state agencies. Certification belts were awarded to individuals that completed training and then went on to apply their learning to successfully complete a process improvement project. These projects included the use of Lean tools and data analysis to improve a government process. Four Green Belts and ten Camo Belts were awarded.



Front Row, L-R: Wayne Ellyson, Commerce; Andrew Winkel, TAX; Sheila Love, Supreme Court

Back Row, L-R: Jared Mutchler, DODD; Jeff Little, BWC; Renae Burley, BWC; Mark Richards, Education; Kyra Horvath, TAX; Matt Dodovich, TAX

A sample of belt projects are highlighted below:

Corrie Callaghan, Mental Health & Addiction Services, Green Belt: Conducted data analysis to identify specific initiatives to improve safety at the Appalachian Behavioral Healthcare (ABH) Hospital in Athens Ohio. Standard work and visual management were implemented to improve metrics in several key domains of safety culture. Click [here](#) to learn more about Corrie's Green Belt project.

Mark Richards, Education, Camo Belt: Improved the customer service data collection process by reducing variability when entering data into the system. This will enable staff to focus on pain points sponsors experience through better training for customer service staff and program specialists.

Janeece Keyes-Shanklin, Workers' Compensation, Camo Belt: Applied Lean tools to the Disability Evaluator Panel process to create a much more efficient application that prevents the submission of forms without required information therefore, eliminating the rework between the applicant and customer service associate.

Click [here](#) for a complete list of all belt recipients.



L-R: John Rayle, DRC; Kathleen Martin, BWC; Carla Cornelious, BWC

Network Update

New Agency Lean Liaisons

Department of Commerce: Jill Schuler – jill.schuler@com.state.oh.us



Department of Natural Resources: Bill Demidovich – bill.demidovich@dnr.ohio.gov





City of San Antonio – Pothole Repairs

Those of us in the LeanOhio network know the power process improvement can have on government operations. I would dare say that one of LeanOhio's most worthy successes is that it has demonstrated that the Lean Six Sigma methodology can in fact be applied to government processes, and furthermore, can improve government services.

The State of Ohio is not the only entity to demonstrate how the methodology is applicable to government. The City of San Antonio also implemented Lean Six Sigma practices to help improve their operations.

In 2014 the City conducted a Community Survey on resident satisfaction. Although the City felt they filled potholes in a timely manner, the survey showed otherwise. Only 38% of the residents responded favorably to the City's timeliness in filling potholes. The City was disappointed in the metric. They had a policy in place that when a citizen reported a pothole, they had a 48-hour window to complete the request. The City felt they were doing well because they were meeting that requirement 98% of the time.

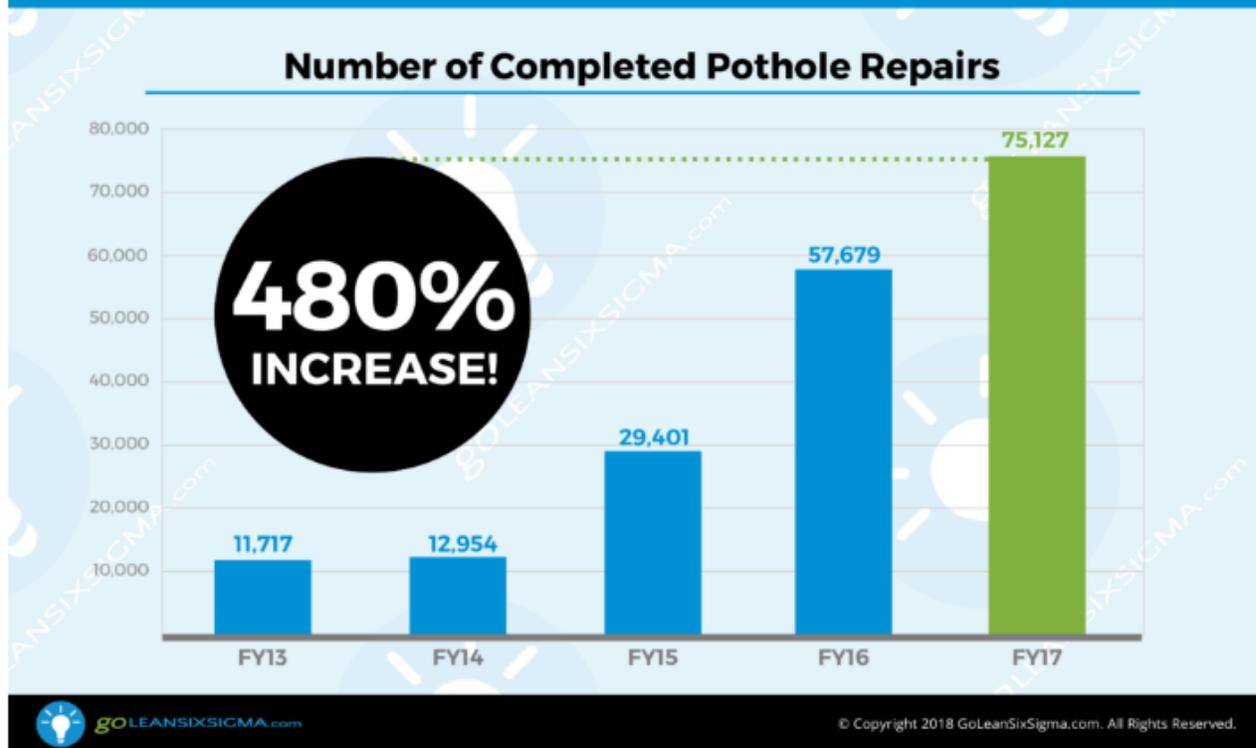
Not wanting to ignore their customers' feedback, the City started asking questions about their pothole repair process, such as:

- Are we using the right equipment?
- Is it more effective to repair potholes a different way?
- Are we doing it as effectively as possible?
- Are we proactive enough in repairing potholes?

The City wanted to truly understand the problem, and not make snap judgements or ignore the feedback from its residents. Therefore, they sought Lean Six Sigma training to help break down the problem and figure out how to truly solve the issue.

The City spent the next three to six months collecting additional data. Through their data collection, they discovered the City was not being as proactive in fixing the potholes as they thought. They were waiting for residents to report a pothole existed. Yet, what the residents really wanted was for the potholes to be fixed without having to file a report. Therefore, the City started having their own employees spot the potholes and then fix them.

City of San Antonio Pothole Repair Results



What resulted was a truly big gain. The article writes, “As for potholes, the City went from a mediocre 13,000 potholes repaired in 2014 to 75,000 potholes repaired in 2017 – a 480% increase!”

The Lean Six Sigma training has inspired the City employees to do more. They feel confident their next Community Survey will show improved pothole satisfaction. They are proud of what they have accomplished thus far and are now looking for ways to improve processes and operations! To read the full article on goleansixsigma.com, click [here](#).

Network Opportunity

Introduction to Organizational Change Management

LeanOhio is looking for volunteers to attend the Introduction to Organizational Change Management (OCM) Pilot class on Friday, November 22, 2019. We are looking for participants with a variety of knowledge about OCM, ranging from trained practitioners to people interested in learning more about the topic. Expectations of the pilot class will be full participation in the class and to be able to provide detailed feedback to improve the course before it is available statewide. If you are interested in participating, please email leanohio@das.ohio.gov. Additional information on our OCM training course can be found online [here](#).

Upcoming Events

[DODD Kaizen Event](#): November 4 – 7, 2019

[DNR VSM Event](#): November 18 – 22, 2019

NEW! [LeanOhio Introduction to OCM \(Pilot\)](#): November 22, 2019

[Department of Agriculture Kaizen Event](#): December 2 – 6, 2019

[OSU COE Event](#): December 6, 2019



“They always say time changes things, but you actually have to change them yourself.”

-- Andy Warhol, *Artist*

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

Ohio | Department of
Administrative Services

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

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