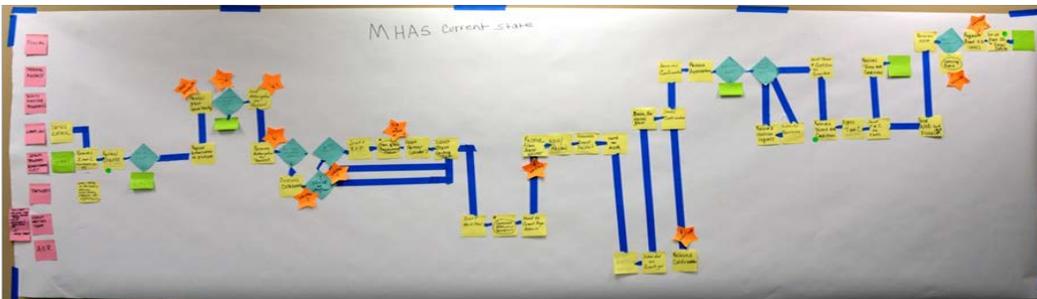# LEANOhio

Kaizen Event Fact Sheet

Issue: There has been a lack of standardization across grant programs – with 22 state agencies using 57 different systems to manage $27 billion in federal grant funds.
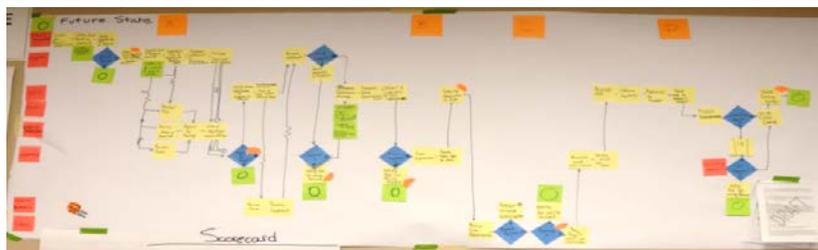
Department	Changes to Process	Metrics *	As a Result
Office of Health Transformation (OHT) **BPR Kaizen #1** Bringing Money in the Door Process Set #1 (Program initiation through grant award/agreement)) August 25- 29, 2014	• Standardized process enterprise wide • Checklists and templates to reduce rework • Approvals at appropriate levels to reduce delays • Improved communication w/ clearly defined roles & responsibilities	• Transformed 9 processes into 1 standard process (89%) • Reduced steps from to 60 to 42 (30% reduction) • Reduced decision points from 10 to 9 (10%) • Reduced process handoffs from 42 to 14 (67%) • Reduced process loop backs from 6 to 1 (83% reduction) *These metrics are estimates and will be more specific at the agency level.*	The state will be better able to identify grant opportunities and track federal dollars coming into Ohio, thanks to a streamlined process that can be modified based on federal regulation updates and unique agency structures and needs.

Major Improvement	HOW it was accomplished
Single process for federal grant application and receipt with standardized requirements	Defined current state of grant application processes from nine agencies and designed a single process that contains less rework, more value-added activities, and best practices from all agencies
Defined roles and responsibilities	Identified pain points and common errors, then created templates that clearly outline decisions, communications, and collaboration throughout the new process
Developed tools to identify grant opportunities on a consistent basis	Brainstormed multiple tools to assist in identifying grant opportunities and selected tools that best suited all agencies. Identified a grants learning community

Current-State Process Map

x9

Future-State Process Map

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