Ohio Department of Agriculture
CPL Sample Submission Process

May 6-10, 2019
How Did We Get Here?

- Need to improve turnaround time from sample collection to result reporting.
- Need to improve communication between the laboratory and its customers.
Event Scope

- **What is the first step in the process?**
  - Samples are scheduled to be collected for submission to the CPL, or when a decision is made to collect a sample.

- **What is the final step in the process?**
  - Testing data is delivered to the customer and the customer accepts the data.
Event Baseline Data

Number of Instances where miscommunication occurred. (Data is based on different timeframes)

- **Laboratory was unsure of the sample information:**
  - PDP 14 occurrences between October and December 2018.
  - FIFRA Section – 1 Instance when clarification was needed July 2018 through September 2018
  - All other laboratory sections (Microbiology & General Chemistry) did not report any instances of further clarification being needed.

- **Division was unsure of the information being delivered.**
  - Dairy estimated 10 times per quarter
  - Meat Inspection: June 1st through August 31st 2018 - Meat Inspection was unable to find instances when clarification was needed.
  - Food Safety - Three corrections noted by Food Safety from October 2018 through December 2018.
  - Plant Health – All reports are not easy to read. The LIMS reports are not easy for the firm’s to read and understand so that is why we send our own result page from the Feed Software system.
Process Improvement Goals

Reduce the number of handoffs in the process by 50%

Turnaround Time Reduction of 25%:
- from sample data collection to CPL receipt
- from when lab analysis is complete to when Division receives usable report data

Reduce instances of miscommunication between Divisions and CPL by 50%
Change for the Better

- Customer focused
- Right people changing the process
- One week-quick and action oriented
- Necessary resources available immediately
- New process implementation begins next Monday
Day One

- Level setting
- Scope of event
- Stakeholder identification
- Current state mapping
Day Two

- Finish current state mapping
- Waste identification
- Value added discussion
- Lean Six Sigma training
Day Three

- Brainstorming
- Analysis
- Problem solving
- Process redesign
Day Four

• Future State Process
• Discussion and consensus
• Implementation planning
• Details
Today - Day Five
• More implementation planning
• Celebration
• Sharing results
Current State
Future State
Simpler

- Fewer handoffs
- Less paperwork
- Less data entry
- Less duplication of data entry on front end
- Standardized process
- One report with all information instead of two
Faster

• Quicker notifications
• Faster follow-up times with violations
• Faster data entry
Better

• Less errors
• Better communication
• Better understanding of whole process and influences on it
• Better scheduling and planning
• Better use of personnel and resources
• Single data source
Less Costly

- Less paper with IT solution
- Labor time for data entry reduced
- Reallocating lab time from QA redundancy to processing samples
- Better time management for staff
## Summary Scorecard

<table>
<thead>
<tr>
<th>Measure</th>
<th>Current Level</th>
<th>NEW</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Process Steps</td>
<td>218</td>
<td>60</td>
<td>72%</td>
</tr>
<tr>
<td>Decision Points</td>
<td>40</td>
<td>13</td>
<td>68%</td>
</tr>
<tr>
<td>Handoffs</td>
<td>39</td>
<td>15</td>
<td>62%</td>
</tr>
<tr>
<td>Loopbacks</td>
<td>7</td>
<td>3</td>
<td>57%</td>
</tr>
</tbody>
</table>
# Summary Scorecard

<table>
<thead>
<tr>
<th>Measure</th>
<th>Division</th>
<th>Current Level</th>
<th>NEW</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Process Time</strong> (from collection to CPL data receipt)</td>
<td>Meat Inspection</td>
<td>30 hr</td>
<td>1-2 hr</td>
<td>93%</td>
</tr>
<tr>
<td></td>
<td>Dairy</td>
<td>30 hr</td>
<td>1-12 hr</td>
<td>60%</td>
</tr>
<tr>
<td></td>
<td>Plant Health</td>
<td>8-168 hr</td>
<td>1-8 hr</td>
<td>95%</td>
</tr>
<tr>
<td></td>
<td>Food Safety</td>
<td>8-24 hr</td>
<td>8 hr</td>
<td>67%</td>
</tr>
<tr>
<td><strong>Process Time</strong> (from analysis complete to Divisions having actionable report)</td>
<td>(inst)</td>
<td>(inst)</td>
<td>(inst)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Meat Inspection</td>
<td>(inst)</td>
<td>(inst)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Dairy</td>
<td>8 hr</td>
<td>1-2 hr</td>
<td>75%</td>
</tr>
<tr>
<td></td>
<td>Plant Health</td>
<td>8 hr</td>
<td>1-2 hr</td>
<td>75%</td>
</tr>
<tr>
<td></td>
<td>Food Safety</td>
<td>8 hr</td>
<td>1-2 hr</td>
<td>75%</td>
</tr>
</tbody>
</table>
Action Registers

- Integration Team
- Technology/Equipment
- IT – Reports & Databases
- Communication
- Training
Integration Team

- USALIMS user list
- Benchmark with other states
- Schedule monthly meeting
- Standardization conversation
- Capture specifications and needs after benchmarking
Technology/Equipment

- Evaluate current flaws
- Set specifications for future rollouts
- Test viable options

<table>
<thead>
<tr>
<th>Who</th>
<th>What</th>
<th>When</th>
</tr>
</thead>
<tbody>
<tr>
<td>Whole Team</td>
<td>Evaluate Current Flaws</td>
<td>30 Days</td>
</tr>
<tr>
<td>Whole Team</td>
<td>Set Spec’s for future rollouts</td>
<td>120 Days</td>
</tr>
<tr>
<td>Whole Team</td>
<td>Test Viable options (field-test)</td>
<td>6-9 months</td>
</tr>
</tbody>
</table>
## IT – Reports & Databases

- Meet with each Division to review reports within database
- Report back to Standardization Conversation group

<table>
<thead>
<tr>
<th>Who</th>
<th>What</th>
<th>When</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bill + Divisions</td>
<td>Meet with Each Division to review reports within database</td>
<td>90 Days</td>
</tr>
<tr>
<td>Bill</td>
<td>Report back to Standard Conversation</td>
<td>@ time of SC</td>
</tr>
</tbody>
</table>
Communication

- Informing and enforcing sample pick-up process
- Reinforce pick-up procedures
- Meeting to discuss staffing
- Setup generic Receiving email address
- Pilot the emailing of submission forms to Receiving the night before
- Review submission pilot

<table>
<thead>
<tr>
<th>who</th>
<th>what</th>
<th>when</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jason + Yvonne + Peter + Mary</td>
<td>Informing + enforcing Sample Pick-up Process</td>
<td>7 Days</td>
</tr>
<tr>
<td>Dr. Amin + Mary</td>
<td>Reinforce Pick-up Procedures</td>
<td>30 Days</td>
</tr>
<tr>
<td>Dr. Amin / Jared</td>
<td>Meeting to Discuss Staffing</td>
<td>Monthly</td>
</tr>
<tr>
<td>Bill</td>
<td>Get generic Receiving Email Address</td>
<td>7 Days</td>
</tr>
<tr>
<td>Meet</td>
<td>Pilot Email Submission Forms to Receiving the night before</td>
<td>5/20/19</td>
</tr>
<tr>
<td>Marni</td>
<td>Review Submission Process</td>
<td>8/23/19</td>
</tr>
</tbody>
</table>
Training

- Get Mary & Scott Dairy certified
What Begins Monday?

- Benchmarking has begun
- Communication about pilot program with Receiving
- Creation of CPL Receiving inbox
- Setup of shared folders/documents for each action register
Special Thanks to...

**Senior Leadership:**
Director Dorothy Pelanda
Assistant Director Tim Derickson

**Sponsor:**
Deputy Director Jared Parko

**Subject Matter Experts:**
Steve Swayne
Matt Gruenbaum

**Agriculture Lean Liaison:**
George McNab
Results and Fact Sheet

July 2014 • Ohio Turnpike Commission
Procurement process for Turnpike facilities will move up to 85 days faster
Fact Sheet • Report-Out Presentation

July 2014 • Value-Stream Mapping Event
11 state agencies map out streamlined approach for managing federal grants
Report-Out Presentation

June 2014 • Ohio Development Services Agency
Grants for crucial heating and cooling assistance will be processed 16 weeks faster on average
Fact Sheet • Report-Out Presentation

June 2014 • Ohio Department of Rehabilitation and Correction
Streamlined intake process will move inmates more quickly to their home institutions, strengthening safety and family support
Fact Sheet • Report-Out Presentation

May 2014 • Ohio Department of Youth Services
Youth-focused intake process will ensure better communication, greater personalized attention, and faster assignments to home institutions
Fact Sheet • Report-Out Presentation

LeanOhio Kaizen Event Fact Sheet
Ohio Attorney General

Issue: Improving customer satisfaction for people who are served by the Ohio Attorney General’s Information Technology Services call center.

Personalized Follow Ups
Customers can select if they would like to be contacted and how they would prefer to be contacted. Customers can fill out a follow-up survey if they choose.

Customers able to pull Work Order Information
Dashboard will allow customers to track, modify, and close their work orders.

Current State Process Map

Future State Process Map

Team members: Mark Smith (Team Leader), Laura Weatherharp, Aaron Shars, Chad Ivory, Glen Patterson, Mark Edwards, Angela Cherry, Heather Stebbins, Kim Kimura, Jay Erhardt, James Gregory, Debra Hushalter, Conchita Marse, Amy Brown, Deborah Elliott, Dustin Larzinh, Lexie Roberts, Lindsey Badgley (ODPM), and Kris Milly (Federal Reserve Bank of Cleveland).

For more information please visit lean.ohio.gov or contact Steve.Walsh@oa.ohio.gov


lean.ohio.gov