How Did We Get Here?

• **Why are we doing this event?** To streamline and standardize the Pharmacy Licensing process. Cut down on steps, develop process measures, and clarify roles and expectations of Pharmacy Board staff.

• **What needs to change?** The amount of steps, time to process, standardize process and enhance internal communication.

• **Theme for the event?** Licensing workflow and processing.
The TerminXers

Amanda Bound, Berena Seifert, Kevin Mitchell, Mark Keeley, Sharon Prentice, David Gallagher, Susan King, Yolanda Freeman, Beverly Wilkerson, Karen Prather, Michael Clark, Cameron McNamee, Angie Hunter, Chandra Galante, Teri Gardner
Event Scope

First Step

Receiving an application for licensure or licensure renewal

Final Step

Issuance or denial of the license

SIMPLER.  FASTER.  BETTER.  LESS COSTLY.

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Event Baseline Data

- Pharmacy Board processes approximately 41,000 applications and renewals per year (usually 3 month cycles)
  - Terminal Distributor license expires on 3/31
  - Wholesaler license expires 6/30
  - RPh and intern expire 9/15
  - Interns “bridge” to RPh status upon graduation, usually in May
- New applications come in throughout the year
- Licensees not submitting correct data needed
Process Improvement Goals

Cut out steps to process Pharmacy Board new and renewal applications to increase efficiency

Increase communication between Pharmacy Board sections decreasing the process time and paper shuffling

Increase accountability, and be able to locate licenses in the process from start to finish
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
Out of Scope

- No more money
- No additional people
- No IT solution until the process is improved
- No changes to Laws, Statutes, Regulations, and Contracts
- No Job Loss as a result of a Kaizen Event, but job duties may change
Day One

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

• Conducted Voice of Customer Survey
• Conducted Voice of the Employee Survey

• Over 75% of customers surveyed ranked process as Very Satisfied or Satisfied.

• “Would like to see the process be entirely electronic. No paper.”

• “The licensing link is buried on your website.”

• “A new e-License package that allows us to automate and allow online applications.”
Day Two

- Finish current state mapping
- Waste identification
- Value added discussion
- Lean Six Sigma training
Day Two continued
• Brainstormed and prioritized 85 Ideas!
Day Three

- Analysis
- Problem solving
- Process redesign
Clean Sheet Redesign

Team 1

Team 2

Team 3
Day Four

• Future State Process
• Discussion and consensus
• Implementation planning
• Details
Today - Day Five

- More implementation planning
- Celebration
- Sharing results
Current State

8 Delays  238 Steps  40 Decisions
Current vs Future
Simpler

- Mistake proof application!
- Reduced data entry for staff
- Automated decision process for application type
- Reduction of steps for staff and licensees/applicants
- Reduced classification types and creation of clear definitions
Faster

- Reduction of incomplete applications = reduced delays
- Elimination of lock box improves processing time and accuracy
- Immediate payment and progress notification
Better

- Clearly Defined Roles in the Pharmacy Licensing Process
- Move to paperless
- Scanning and barcoding
- Eliminate legibility issues
- Online application process for new and renewal applications
- Eliminate incorrect payments
Less Costly

- Reduction in paper, ink and envelope: $15,000
- Reduction in mail costs: $35,000
- Over 7,000 Redirected Staff Hours
# 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>238</td>
<td>42</td>
<td>82%</td>
</tr>
<tr>
<td>Decision Points</td>
<td>41</td>
<td>7</td>
<td>83%</td>
</tr>
<tr>
<td>Application</td>
<td>18 Pages</td>
<td>4 pages</td>
<td>78%</td>
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<tr>
<td>Process Lead Time</td>
<td>21 Days</td>
<td>5 Days</td>
<td>76%</td>
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</table>
### Implementation Plans

Classification/Definition and Application (18 pages reduced to 4!)

<table>
<thead>
<tr>
<th>WHAT</th>
<th>WHO</th>
<th>WHEN</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. EVALUATE LIC. TYPES</td>
<td>Mark</td>
<td>Some Today</td>
</tr>
<tr>
<td>2. Define Class Codes</td>
<td>Sharon</td>
<td></td>
</tr>
<tr>
<td>3. MANE from Office Licenses</td>
<td>This Team</td>
<td>Dave &amp; Licensing</td>
</tr>
<tr>
<td>4. Meet w/ Licenses Dept. to discuss everything</td>
<td>Mike</td>
<td>End of Aug.</td>
</tr>
<tr>
<td>5. Remove unused categories</td>
<td>Sharon</td>
<td></td>
</tr>
</tbody>
</table>

**Application Instructions move inline Fields - US - IT's own page**

**Heading:** Remove all caps: Bullet Point/Field
Implementation Plans

Continuing Education and E-Licensing

E-Licensing

- 6 months -> 2-year rollout
- 1. Test website “portal setup” to start online Application
- 2. We can pre-populate fields from App to E-Licensing
- 3. Credit cards only -> manual $ for selected sites (ESTV)
- 4. New system: Credit cards & e-checks (no coupons)
- 5. Documents can be uploaded into E-Licensing & accessed (field)
- 6. NBRP & e-Licensing communication
- 7. Electronic storage "MARRIAGE TO PAPERLESS"
- 8. Eliminate the E-Petition program (approval not everything)

Continuing Education:

- 2 yr. Renewal
- New CE REQUIREMENT FAQ on Web
- As soon as law a + update PRN

<table>
<thead>
<tr>
<th>WHAT</th>
<th>WHO</th>
<th>WHEN</th>
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<tbody>
<tr>
<td>LEGIS/BDR</td>
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<tr>
<td>LEGIS/BDR</td>
<td>APPROVAL</td>
<td>9/15/16 REPORTING</td>
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<td>CAMERON Rule A</td>
<td></td>
<td></td>
</tr>
<tr>
<td>ANNA</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>


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Implementation Plans

Chain of Custody (Communication) and Communication & Training
What Happens Monday?

• Begin scanning New Applications
• Scanned Settings checked
• Formatting New Application
• Survey Monkey on Inspections in Field
Your Kaizen Experience
Your Kaizen Experience

SIMPLER.  FASTER.  BETTER.  LESS COSTLY.

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Your Kaizen Experience
Your Kaizen Experience
Special Thanks to...

**Senior Leadership:**
Steve Schierholt

**Sponsor:**
The Board of Pharmacy

**Team Leader:**
Kevin Mitchell

**Subject Matter Experts:**
Erika Curtis, Andrea Wagner, David Ingram and Rachael Collins
Rod Barnaby and Lane Wood, DAS