

The NH Lean Executive Committee Presents  
**Lean Agency Profiles**



This slide deck represents specific Lean program highlights for various State agencies and one university's process improvement work.

Contact information is provided on each slide.

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<http://Lean.nh.gov>

# NH Department Health and Human Services

John MacPhee, Lean Coordinator and Heather Barto, Process Improvement Specialist, Lean Black Belt

## Agency Lean Profile 2017

### Lean Program History

- To date, DHHS has completed over 80 Lean process improvement projects.
- Process improvement work is a key function of programming and administration at DHHS.
- In 2017, program gained a full time staff to lead process improvement projects and build the program. DHHS is developing frameworks, engaged staff in training of tools, building the community of practice, changing the culture, and making large gains.

### Project Highlights

- NH Hospital Billing and Reimbursement Process (2012)
  - Revenue increase of \$800,000 for CY 2012, increased reimbursement revenue, reduced insurance payment denials, shortened billing & reimbursement time, resolved prior authorization confusion and delays, added transparency, and employee satisfaction increased.
- Project 2: New Hampshire Hospital Billing Process
  - Reduced processing time for Medicare billing from 60 minutes to 25 minutes for each patient.
- Project 3: Medicaid Managed Care Data Validation (2017)
  - Reducing processing time from 31 days to 6 days; savings of \$26,000 a year.

### Future Plans

- Continue enhancing the Lean Wrap Around Services Model for the department.
- Complete 12 Lean process improvement projects for SFY 2018.
- Complete at least one Inter Agency Lean event to improve key operations.

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**NH Department of Environmental Services**  
Daniel Hrobak, NHDES Lean Coordinator, Lean Green Belt  
**Agency Lean Profile 2017**

**Lean Program**

- NHDES has completed 55 projects since 2009.
- We have increased employee morale, improved customer satisfaction, and have reduced wait times and process complexity. We have improved process standardization and documentation.
- We have experienced time and money savings within NHDES, as well as DoIT and other agencies.
- Almost 70 NHDES staff have been trained or introduced to Lean principals, thinking and tools.

**Project Highlights**

- *Env-A 1400 RTAP Compliance Process* - A team was formed to review the process by which small businesses determine compliance with Air Toxic emissions limits. By identifying inefficiencies, we were able to create a standardized process and reduce the time facilities showed compliance from 141 to 62 days.
- *Landfill Odor Response Process* - Using Lean principles, a cross-divisional group analyzed how landfill odor complaints are handled at NHDES. It was determined that NHDES was unnecessarily serving as an intermediary, and developed a process to ensure that the public contact the landfills directly.
- *Deployment of NHDES Computer Equipment* - A NHDES-NHDoIT event was held to review the computer procurement and deployment process. By identifying inefficiencies and implementing 16 improvement required actions, the time to procure and deploy a computer is expected to be reduced from 4.8 to 3.5 months, on average.

**Future Plans**

- We are planning several Lean events focused on NEPA reviews and NH Online Forms .
- We are working on a department-wide Lean communication strategy, which includes Town Hall-style meetings, increased use of the Intranet, training and strategic projects.



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[www.des.nh.gov](http://www.des.nh.gov) , search for "Lean" in A-Z List

# NH Department of Information Technology

Todd Ringelberg Lean Black Belt and Candice Weingartner, Lean Black Belt

## Agency Lean Profile 2017

### Lean Program History

- The department has completed 3 internal projects and has assisted in 5 interagency projects.
- Through Lean process improvement, we are increasing customer satisfaction by decreasing wait times and improving our existing processes which in turn is reducing “waste”. Being involved with interagency projects is elevating IT by means of enterprise alignment.

### Project Highlights

- CIO Approval Mailbox
  - Reduced time for VPN request approvals by 30% and other CIO approved requests by 50% (Websense exceptions, network access requests, etc.). Streamlined process resulted in improved service to our customers and time savings for all involved.
- BFA, A & E Process
  - New purchasing system has been built and is currently being tested for deployment in Fall 2017. New system is linked to NH First/LIS system to streamline data entry and decrease input errors resulting in time savings and expedited purchasing for our partner agencies.
- Deployment of NHDES Computer Equipment
  - A NHDES-NHDoIT event was held to review the computer procurement and deployment process. By identifying inefficiencies and implementing 16 improvement required actions, the time to procure and deploy a computer is expected to be reduced from 4.8 to 3.5 months, on average.
- Voice of the Customer, nForms Post Pilot Assessment
  - DoIT in conjunction with multiple agencies assembled feedback regarding the nForms pilot program and provided the “Voice of the Customer “ report for the Governor’s Office.

### Future Plans

- Continuing work with our partner agencies in their lean efforts which include or could benefit from IT involvement or improvement.
- Grow the number of DoIT trained staff to allow for increased participation in DoIT or interagency events.

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# **NH Department of Transportation**

Angela Linke, Lean Black Belt, Employee Medical Risk Specialist

## **Agency Lean Profile 2017**

### **Lean Program History**

- To date, the NH DOT has completed a large number of Lean projects.
  - Note: there has not been a central repository for documentation of the completed Lean projects so the actual numbers are unavailable.
- The Bureau of Highway Maintenance encourages and supports “Mini Leans”; improvements which can be done here and now.
  - Projects are highlighted every year during the Plow Rally.

### **Project Highlights**

- Turnpikes Bureau’s Lean for Staffing Efficiencies at Turnpikes’ Toll Plazas resulting in \$9.5 Million Savings Achieved in Personnel Costs Since 2011
- Bureau of Right of Way streamlined the Surplus Property Disposal decreasing the wait time requestors receive a decision on the request to purchase property from the DOT
- Bureau of Bridge Maintenance improved Asbestos Testing & Removal from bridges, resulting in a savings of \$62,544
- Bureau of Bridge Maintenance improved Lead Worker Health & Safety Compliance resulting in a savings of \$7,370 per year

### **Future Plans**

- Continue to develop and build the internal Lean Coalition to build capacity, skills, and exchange information.
- Centralize all Lean efforts to insure that projects are documented.
- Continue to map out processes to highlight where improvements can be made; where time and money can be saved.
- Continue to encourage “Mini Leans” when that’s most appropriate.

#### **Contact Information:**

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# **NH Department of Administrative Services**

Bill Armstrong, Kate McGovern, Carolyn Russell

## **Agency Lean Profile 2017**

### **Lean Program History**

- To date, Department of Administrative Services (DAS) has trained more than 40 staff in Lean methods and skills.
- The Bureau of Education & Training, within the Division of Personnel, runs Lean Training Programs at the Yellow, Green, and Black Belt levels.
- The Department of Administrative Services has completed 10 projects, 7 of them with statewide impact since 2012.
- Helps support the Quarterly Lean Network meetings, assists with match up of mentors and Lean event facilitators, provides information on Lean theory and tools.
- Leads Lean Continuing Education efforts and coordinates guest lecturers for courses.



### **Project Highlights**

- Projects implemented: Public Works contractor selection (2010), Classifications (2010, 2012), joint project with NH Retirement System (2014), White Farm Surplus – NH FIRST Inventory Control Implementation (2016, 2017), Division of Public Works project administration and billing with on-line work order capability using nFORM (2016, 2017), On-boarding – NH FIRST access (2014, 2016, 2017)
- Projects partially implemented: Worker's Compensation Overpayments (2012), joint project with Adjutant General and NHANG (2013), Examinations (2015), multi-agency Moodle Learning Management System (2015).

### **Future Plans**

- Bureau of Education & Training's Lean programs: continue the training at the Yellow, Green, and Black Belt levels, roll-out Moodle on-line White Belt, offer Lean for Leaders program to Commissioners; Program for DAS managers to integrate Lean as a tool for projects.
- Currently reviewing DAS processes for Lean candidates; IT development projects require Lean review at start.

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# **NH Public Utilities Commission**

Jan Gugliotti, Lean Coordinator, Lean Yellow Belt

## **Agency Lean Profile 2017**

### **Lean Program**

- The department has completed 1 project since 2015 and two more currently underway.
- Through Lean process improvement, we are increasing employee morale, increasing customer satisfaction, and reducing wait times.
- We have saved \$18,000 in staff hour costs and allowed the underlying program to more than triple in volume of public requests satisfied with a decrease in dedicated staff.
- We have had 3 staff trained or introduced to Lean principals, thinking, and tools.

### **Project Highlights**

- Project 1 (complete): Streamlined Renewable Energy Credit certification process. Provided an online fillable form to the public for submission, automated the processing and documentation of certifications, reduced manual work by more than 50%.

### **Future Plans**

- In next months replacing nearly all paper-only application forms used by the public with online fillable forms linked directly to operational databases
- Streamlining a second process that manages registration of energy aggregators and providers to save 25% to 50% of applied staff hours, minimize errors inherent in paper forms and provide better stakeholder service.

### **Contact Information:**

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# NH Department of Safety

Roberta Witham, Business Systems Analyst, Lean Black Belt  
**Agency Lean Profile 2017**

## Lean Program

- The department has completed 31 projects since 2008.
- Through Lean process improvement, we are increasing employee morale, increasing customer satisfaction, and reducing wait times.
- We have saved \$4.6 million and 3.8 years of customer wait time.
- We have had 168 staff trained or introduced to Lean principals, thinking, and tools.

## Project Highlights

- G&C Contracting - Nearly 100% failure rate to 92% pass rate AND 52 day streamlined cycle.
- DMV license return- Reduced return by 18% to < .5 % saving \$250K annually in postage alone.
- Crash Analysis Reconstruction (CAR) unit- Invested \$600K for full time analysis, saved > 15 months in customer wait time. Aided families, prosecution, and timely insurance reporting.

Invested \$  
(CAR),  
\$600,000



Customer  
Wait time  
saved,  
32,103

Dollars  
Saved,  
\$4,600,000

## Future Plans

- Automate criminal records and train/invest in 2 Lean facilitators per division (14)
- Incorporate Lean Events as well as cultural change within our strategic plan within the balanced scorecard.
- Complete min of 7 (1 per Division) Lean process improvement projects for SFY 2018.

### Contact Information:

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## **NH Lottery Commission**

Edith Chiasson, Sales Team Manager, Lean Black Belt  
**Agency Lean Profile 2017**



### **Lean Program**

- The Lottery Commission completed three formal Lean projects since October 2015.
- Following basic process improvement concepts and practices, the sales team streamlined many administrative tasks to better use work hours to increase Lottery sales.
- We are reducing paper & printing costs, re-energizing employees, improving retailer relationships, enhancing customer experience, and increasing revenue for the State budget.
- The entire agency of over 60 staff has been involved with at least one Lean project.

### **Formal Project Highlights**

- Who's on First?
  - Eliminated manual tracking/reporting of staff attendance using existing electronic tools.
- Share Drive Organization/Maintenance
  - Established structure and guidance for how/where documents should be saved, stored, archived, or deleted. Eliminated misfiled, redundant, and obsolete information.
- Ticket/Paper Stock Procedures
  - Redesigned workflow to address broken or missing elements of an outdated, inaccurate, and incomplete process to coordinate ticket/paper stock requests, delivery, and tracking.

### **Future Plans**

- With the new KENO initiative, everyone in the agency is working to use resources more effectively/efficiently.
- We are “digging deep” into tasks and assignments. Looking for ways to redesign in anticipation of additional Lottery businesses. Expertise in Lean thinking and Lean tools provides confidence and reassurance at a critical time for the agency. There are plenty of project opportunities for FY18.

#### **Contact Information:**

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# **NH Department of Banking**

Michele Kelleher, Assistant to the Commissioner, Lean Yellow Belt

## **Agency Lean Profile 2017**

### **Lean Program**

- The department completed 1 project when it formed its Lean Committee in 2012.
- The department's Lean Committee reconvened in 2017 and is currently working on a project.
- Through Lean process improvement, we are increasing employee morale, increasing customer satisfaction, and reducing wait times.
- The department is always thinking Lean and how we can improve efficiency of processes.
- We have had 7 staff trained or introduced to Lean principals, thinking and tools.

### **Project Highlights**

- **Project 1: Expense Voucher**
  - Streamline the approval of expense vouchers.
  - Results – time savings; reduction in amount of review; quicker turnaround of reimbursement; employee satisfaction.
  - Cost savings – Reduced process by 3-16 steps; saved 259 hours/35 days annually and \$7,016.31 annually.
- **Project 2: Timecards**
  - Reduce multiple methods for recording employee time and create uniformity between Department divisions.
  - Results – time savings; elimination of duplicate/triplicate entry; reduction in errors; employee satisfaction.
  - Cost savings – 42.20 hours per pay period and \$29,723.15 annually (conservative).

### **Future Plans**

- Complete Timecard project on or about September 30, 2017.
- Encourage all Banking Department employees to complete the Lean Moodle training.
- Complete 2 Lean process improvement projects for SFY 2018.

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# **NH Department of Revenue Administration**

Diane Dawson, PMO, Lean Black Belt

## **Agency Lean Profile**

### **Lean Program**

- The department has completed 15 projects since 2011.
- We have had approximately 75 current and past staff members trained or introduced to Lean principals, thinking, and tools.
- Through Lean process improvement, we are increasing employee morale, reducing overall costs and wait times, and increasing customer satisfaction.

### **Project Highlights**

- Project 1: Meals & Rentals License Renewals.
  - The DRA saved a significant amount of \$\$ by reducing wait time from 6+ months to 72 hours, 25 staff to 5 staff involved, and automating this process in collaboration with our embedded DoIT staff.
- Project 2: Miscellaneous Taxes.
  - Once again a large amount of time and effort was decreased as the Department made strides to change manual processes to an automated process in all phases. Part of this process was to modify all forms into ‘smart forms’ in order to electronically scan and validate submissions when received; thereby reducing process time by several days, and cutting manual handling by employees by half.

### **Future Plans**

- In next fiscal year the DRA will be focusing it’s efforts on procuring new tax system in order to be able to work and manage all aspects of the Department more efficiently and timely.
- Process improvements will become a part of our strategic planning as we move forward in this endeavor.

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# **NH Judicial Branch**

Joanna Bailey, Court Service Representative-Superior Court, Lean Black Belt

## **Agency Lean Profile 2017**

### **Lean Program History**

- The Judicial Branch uses Lean for process mapping and reviewing current processes.
- In 2016 over 100 Superior Court staff attended a Lean 101 program.
  - Created the avenue for culture change with Lean awareness, encouraged Lean thinking in everyday processes, and increased morale.

### **Project Highlights**

- Felonies First (2015)
  - Creating an improved work flow for processing felony complaints that are now coming to the Superior Court in the first instance (back when people rode horses to court (!), these charges went to Circuit Court and then were transferred to the Superior Court-this practice continued until 2016 when felonies first was implemented). As part of the process the Superior Court began communicating all non-confidential correspondence to parties-we are still in the process of collecting data but anticipate a significant decrease in mailing costs.
- Superior Court Backlog (2016)
  - One Superior Court had a significant backlog and this Lean event identified a number of areas that benefited from process streamlining and elimination of multiple steps-although the solution was specific to one court, it has been used as a model for training materials for all Superior Courts.
- State Laboratory-Drug Testing (2017)
  - This was a multi-agency Lean event between the Judicial Branch and Department of Safety. This event helped reduce the backlog of drugs for testing by creating a streamlined process where only drugs needing to be tested were sent to the Lab by the prosecutor.

### **Future Plans**

- Continue Lean education and awareness at all operational levels.
- Use Lean to map out and identify areas of improvement for eCourt implementation in 2018.
- Continue using Lean tools and technique when reviewing current case processes and questioning the default “we have always done it this way”.

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# **University of New Hampshire (UNH)**

Dagmar Vlahos, Senior Process Engineer, Lean Black Belt and Six Sigma Black Belt  
**Agency Lean Profile**

## **Lean Program**

- UNH has trained over 600 university employees since January 2015 in Lean principals, thinking, and tools
- UNH offers 5 Lean training programs available to university employees ranging from introduction to Lean for Leaders.
- Through Lean process improvement, we are increasing employee morale, increasing customer satisfaction, and reducing cost with the goal of developing a self-sustaining continuous process improvement culture through Lean methodology.

## **Lean Highlights**

- Hosted in partnership with the State of NH two Lean Summits with 250+ UNH/State of NH attendees.
- Seeded Lean programs at USNH, Keene State College, and Granite State College.
- Since June 2015 we have completed over 25 Yellow Belt projects spanning several university departments
- Evaluated over 100 plus processes .
- Developed strategic plan to build a culture of Lean: launched quarterly Lean meetings, social media presence (Twitter), built new Lean website, outreach, shared Lean project successes with university employees.
- UNH Project Management Office partners as facilitators and consultants for university in-depth Lean project engagement address those challenges facing higher education.

## **Future Plans – Next 12 months**

- UNH / State of NH 2018 Lean Summit – Planning Summer 2018.
- Continue Lean engagements with university cross departmental projects; sharing project outcomes.
- Continue Lean training programs and encouraging Lean engagement for university faculty / staff.



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