



## New Hampshire Statewide Lean Projects

Organization	Division	Contact Person	Process	Lean Event Completed	Implementation Status	Results
Adjutant General	NH Army National Guard	<a href="#">Gregory Blackwell</a>	Interstate Transfer	2013	Completed	
Adjutant General	NH Army National Guard	<a href="#">Gregory Blackwell</a>	Travel Reimbursement	2012	Completed	Mapped process not previously mapped, reduces errors in submissions by 30%
Adjutant General	NH Army National Guard	<a href="#">Gregory Blackwell</a>	Medical Review	2012	Completed	Mapped process not previously mapped, saves over 90 days in process time
Adjutant General	NH Army National Guard	<a href="#">Gregory Blackwell</a>	OPORD Staffing	2012	Completed	Mapped process not previously mapped, saves 80 man hours of work per month
Adjutant General	NH Army National Guard	<a href="#">Gregory Blackwell</a>	DD577 Process	2012	Completed	
Adjutant General	NH Army National Guard	<a href="#">Gregory Blackwell</a>	Soldier Bonus	2012	Completed	
Administrative Services	Personnel	<a href="#">William Armstrong</a>	On-boarding	2014		Future state mapped; HR office efficiencies identified; Sell pending kaizen for DOP transaction postings
Administrative Services	Shared Services	<a href="#">William Armstrong</a>	Invoicing	2014		Future state mapped, efficiencies identified
Administrative Services	Risk Management	<a href="#">William Armstrong</a>	WC Overpayments	2012		Instances of overpayments will be eliminated prospectively, estimated savings in overpayments to DOC per year will be \$5,000 and related personnel costs, savings will be significantly higher when applying new process statewide.
Administrative Services		<a href="#">William Armstrong</a>	Classifications Log-In	2012	Completed	Consolidated a 3-step log-in process into one
Administrative Services		<a href="#">William Armstrong</a>	Classifications Work Flow	2012	Completed	Eliminated the need for the Analysts to photocopy & attach comparative job descriptions & class specs to their reviews; empowered the Analysts to approve requests that are straightforward - eliminating the need for routing to the supervisor; set up preliminary meetings with agencies contemplating big reorganizations to provide guidance upfront; revised the electronic review report form; revised the workflow for the HB 2 G & C waiver process; established an "overflow" basket to share the workload
Administrative Services		<a href="#">William Armstrong</a>	Classifications Class Spec Review	2012	Completed	Leaned the class spec revision process to work directly on the electronic class spec
Administrative Services	BOA/FDM	<a href="#">William Armstrong</a>	Statewide Accounts Payable	2010	Completed	Savings of days in cycle time, paper reduction, storage reduction, transport reduction
Administrative Services	Personnel	<a href="#">William Armstrong</a>	Classifications	2010	Completed	Saved 3 days in the process/application
Administrative Services	Telecommunications	<a href="#">William Armstrong</a>	Production of Directory	2010		Current state had 34+ steps, 7 phases, and 158 elapsed days. Transition state has 24+ steps, 4 phases, and 130 elapsed days. Future state has 8+ steps, 2 phases, and 23 elapsed days. Ultimate savings of 26+ steps, 5 phases, and 135 elapsed days.
Administrative Services	Personnel	<a href="#">William Armstrong</a>	BET Registration Process	2009		Future state mapped; pending FDM implementation of on-line registration
Administrative Services	Public Works	<a href="#">William Armstrong</a>	Contractor Selection	2009	Completed	Savings of 80 days per project; 3 projects x 80 days = 240 days in 2010
Banking		<a href="#">Nancy Burke</a>	Travel Reimbursement	2012	Completed	Saved steps, improved workflow & efficiency
Corrections	Administration	<a href="#">Jason Cooper</a>	Hiring process	2014		Future state mapped
Cultural Resources	State Library	<a href="#">Unspecified</a>	Cataloging New Books	2010	Completed	Steps reduced, increasing speed & efficiency



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DoIT	Help Desk Services	<a href="#">Todd Ringelberg</a>	VPN Approval	2013	Completed	Removed bureaucratic layers to achieve quicker Approval and delivery of service to agency customers
DRED	Economic Development	<a href="#">Jennifer Codispoti</a>	Business Client Referral Process	2014	Completed	Clarified internal business client referral process, ensures consistent and timely follow up by our Business Resource Specialist Team, forced us to make necessary changes to our Customer Relations Management database, and allows for us to properly record and track client needs and challenges.
DRED	Tourism	<a href="#">Jennifer Codispoti</a>	Joint Promotional Program Grant Process	2014	Completed	DTTD streamlined the Joint Promotional Program (JPP) application, certification and review process. The goal was to make the grant program processes more user friendly for tourism partners statewide. The project revised the JPP application, eliminated steps, reduced application errors and review time, which allows for a quicker turn around on grants to tourism partners.
DRED	Park & Recreation	<a href="#">Jennifer Codispoti</a>				Streamlined the Joint Promotion Program (JPP) application, certification and review process for grants with a goal of making the process more customer friendly.
Employment Security	Appeals	<a href="#">Unspecified</a>	Smart Scheduler	2012		6/5/12 Presented Current & Future State of scheduling appeals to contractor to design Smart Scheduler. Reduced steps and eliminated handoffs.
Employment Security	Local Office	<a href="#">Unspecified</a>	Customer Service	2012		Reduce wait time for walk in customers for 12 locations.
Employment Security	Collections	<a href="#">Unspecified</a>	Processing Collections	2011	Completed	Employees cross-trained in collections process. Eliminated knowledge gaps & improved team communication in newly established Collections Unit.
Employment Security	Wages & Special Programs	<a href="#">Unspecified</a>	Withdrawing Claims	2011	Completed	Form available on the Internet for claimant to withdraw unemployment compensation claim.
Employment Security	Appeals	<a href="#">Unspecified</a>	Intake		Completed	Process was 34 minutes of work time/286 minutes of cycle time. Reduced to 30 minutes of work time/112 minutes of cycle time. CO-III now has time to do his SJD. A procedural manual prevents back-sliding into old process. Office morale is up. Case aging statistics went from last in the nation in 2010 to 13th by 2nd qtr. 2011.
Environmental Services	Wastewater - Residuals Management	<a href="#">Robert Minicucci</a>	Residuals Permitting Processes	2014	Completed	In advance of administrative rule re-adoption, the various permitting processes associated with wastewater treatment residuals were examined to ensure the best feasible processes. Much outside stakeholder involvement. Some small tweaks made so that non-controversial projects can proceed approx. 30 days faster.
Environmental Services	Water Division - Designated Rivers Program	<a href="#">Robert Minicucci</a>	Local Advisory Committee Notification Process	2014	Completed	Legally-established Local Advisory Committees have the authority to comment on permits issued that effect "their" Designated River. The LACs own processes of meeting and commenting has conflicted with DES's permit issuance deadlines. Common understanding and elimination of conflicts sought. Many small changes made to how information is shared.
Environmental Services	Agency-wide	<a href="#">Robert Minicucci</a>	PIC A/V Equipment Loan Process	2013	Completed	DES Public Information Center's process for loaning out A/V and public meeting equipment was made web-based to improve customer service and inventory control.
Environmental Services	Agency-wide	<a href="#">Robert Minicucci</a>	Mobile Devices	2013	Completed	Developed infrastructure for evaluating and testing mobile devices for use by DES staff
Environmental Services	Hazardous Waste Remediation	<a href="#">Robert Minicucci</a>	HWRB Groundwater Permitting Process	2013	Completed	Requirements for testing and reporting under Groundwater Management Permits issued to track the remediation and long-term management of contaminated sites were classified and re-written to require more focused testing and reporting.



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Environmental Services	Agency-wide	<a href="#">Robert Minicucci</a>	Time Sheet Codes	2012	Work in Progress	Identify a consolidated system of timecodes to support reporting, cost allocation, and work management; and resolve conflicts with current procedures and requirements of the NH First (Lawson) system.
Environmental Services	Agency-wide	<a href="#">Robert Minicucci</a>	DES Professional Licensure Programs	2012	Completed	DES's approx. 24 different licensure programs all use separate tracking systems. Anticipating a major database-software change in the near future, work is to consolidate the tracking systems associated with the licensure programs. Project overtaken by state-wide (DOIT) effort, formed a requirements-gathering mission so that DES's needs are best met by the state project.
Environmental Services	Air Resources	<a href="#">Robert Minicucci</a>	Inspection report preparation	2012	Completed	The time to deliver reports of completed inspections was cut by roughly half, to 22 days. SOPs and database improvements made.
Environmental Services	Agency-wide	<a href="#">Robert Minicucci</a>	DES processes for Governor & Council requests	2011	Completed	DES's procedures for G&C requests were documented, centralized, & improved. Mutual agreement was reached with DAS staff (who participated) on needs.
Environmental Services	Oil Remediation	<a href="#">Robert Minicucci</a>	Reimbursement Fund	2011	Completed	Follow-on to project above. Requirements of emergency, or other initial, response reconciled. Improvements realized to the ability of effected parties to get reimbursement of (eligible) expenses.
Environmental Services	Wastewater Engineering Bureau	<a href="#">Robert Minicucci</a>	State Revolving Loan Fund Processes	2011	Completed	In response to high staff turnover, overall processes were examined, documented, & streamlined. Participation by 2 cities who receive these loan funds & a consultant who works on these issues, was invaluable.
Environmental Services	Wetlands	<a href="#">Robert Minicucci</a>	Application Forms	2011		All of the Wetlands Bureau's universe of application forms are being revised and updated to improve understandability for the applicant & the rate of properly completed applications for DES staff.
Environmental Services	Agency-wide	<a href="#">Robert Minicucci</a>	Travel Expense Authorization Process	2010	Completed	Improved system designed, customer-tested, & implemented. Budget check and decisions moved to front end and necessary approval signatures reduced to one. New SOP and training in place.
Environmental Services	Air Resources	<a href="#">Robert Minicucci</a>	Filing	2010	Completed	Eliminate need to re-arrange an entire county's files whenever a business changes its name. Save about 45 hours per year. Reduction of 4 steps, backlog cut in half, identified at least 25 filing errors. Unexpected benefit: redundancies and misfiling's fixed.
Environmental Services	Land Resources Management	<a href="#">Robert Minicucci</a>	Check Processing	2010	Completed	Paperless process developed for all four programs. Multiple data entry eliminated. Single report to Accounting Section generated, removing them from day-to-day involvement. Each day's receipts are immediately visible to management.
Environmental Services	Land Resources Management	<a href="#">Robert Minicucci</a>	Complaint Data Entry	2010	Completed	Significant inconsistencies between programs eliminated. Data entry went from a highly variable 1 day to several weeks to a consistent 1 to 3 days. This process is currently (5/12) undergoing a second round of process improvement.
Environmental Services	Oil Remediation	<a href="#">Robert Minicucci</a>	Reimbursement Fund	2010	Completed	Response to LBA report. Implemented a web-based system for most claims. Decreases processing time by 30 days and improved quality.



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Environmental Services	Watershed Management	<a href="#">Robert Minicucci</a>	Pools & spas program	2010	Completed	Six separate areas identified to reduce time per inspection from 3.1 hours (leaving travel time out) to 2.2 hours - for 550 inspections/year, that's 66 work days/year saved! Includes doing some testing in the field which had been done in a laboratory and presenting invoices and presenting Notices of Deficiency at inspections rather than via follow-up mailings. Implementation has begun.
Environmental Services	Wetlands	<a href="#">Robert Minicucci</a>	Emergency Authorizations	2010	Completed	New process and form developed very quickly.
Environmental Services	Wetlands	<a href="#">Robert Minicucci</a>	Wetlands Permitting for DOT Projects	2010	Completed	Common understanding of process and needs developed between the agencies & Assoc. of General Contractors (which was represented). Immediate steps to reduce permitting time by (120 days - 80 days) 33% were agreed on, longer terms steps are being taken to reduce time further to less than 60 days.
Environmental Services	Agency-wide	<a href="#">Robert Minicucci</a>	Administrative Orders	2009	Completed	The average time to issue Administrative Orders was decreased from 106 days to less than 50 days each.
Environmental Services	Agency-wide	<a href="#">Robert Minicucci</a>	Conference Calls	2009	Completed	Efficiency, accuracy & staff time (approx. 30 min./person/year). Problem eliminated. Unexpected benefit: concurrent calls now allowed, eliminating conflicts from simultaneous users.
Environmental Services	Land Resources Management	<a href="#">Robert Minicucci</a>	Permit Application Receipt Process	2009	Completed	All applications now entered and reviewed same day they arrive (savings of 1-4 days). Application receipt process time reduced by up to 40% per application (from 40+ minutes per application to an average of 23 minutes per application). Cross-trained staff to provide continuous staff coverage. Eliminated double-keying of check info and established automatic process to input data from program databases into accounting system. 45 improvements implemented.
Environmental Services	Land Resources Management	<a href="#">Robert Minicucci</a>	Compliance Review Process	2009	Completed	Established compliance review team and standardized process. Streamlined the process to prepare and review/approve enforcement documents to reduce DES response time for compliance issues. Developed SOPs and provided training for all staff.
Environmental Services	Watershed Management	<a href="#">Robert Minicucci</a>	Permitting	2009	Completed	A program to harmonize five similar programs all administered under different statutes and rules. a) better staff cross training b) better service to the customer; c) multiple efficiencies identified e.g., the elimination of about 900 redundant letters in a 4,000 permit/year program.
Environmental Services	Wetlands	<a href="#">Robert Minicucci</a>	Labeling	2009	Completed	Elimination of manually typing file labels saved at least 25 hours/year and much aggravation.
Health & Human Services	Agency-wide	<a href="#">John MacPhee</a>	Annual Awards Process	2015	Completed	Determining who wins the various DES annual awards each December had degenerated into an exercise in last-minute scrambling. A quick project was completed using A3 methods to determine a better process, which has been rolled out to staff as of mid-September 2015.
Health & Human Services	Elderly & Adult	<a href="#">John MacPhee</a>	Pre Admission Screening Resident Review (PASRR)	2015	Completed	Validated & updated the workflow. Clearly identified the responsibilities of DHHS and of UMass as described in the contract. Reduced wasted time due to confusion and provided the transparency the process needed.



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Health & Human Services	Multi State and Non-State	<a href="#">John MacPhee</a>	Comprehensive EPA-DES Work Planning and Grant Financing	2015	Work in Progress	The process of reaching agreement between states and EPA for prioritization of work had not fundamentally changed since the "Performance Partnership Agreement" framework was implemented circa 1997. Program changes and personnel reductions on both sides made a re-examination of the process necessary. Project resulted in getting the process written down for (likely) the first time, and strategic-level alignment of national program manager guidance and detailed work planning, which had been on separate calendars. NHDES led successful effort to harmonize this process for all New England States. SharePoint site established to for document development. 4-6 months anticipated savings to planning cycle.
Health & Human Services	NH Hospital	<a href="#">John MacPhee</a>	Pharmacy Process	2015	Completed	Updated the existing process map to include the many changes required for the Governor's drug diversion program. The process is more consistent and will make the conversion to both RX Connect software and the Electron Health Record much easier.
Health & Human Services	NH Hospital	<a href="#">John MacPhee</a>	Business Workflow for EHR Readiness	2015	Completed	Determined the impact of the EHR on the Business Flow. Identified and resolved barriers to payment. Mapped all points where clinical data intersects with billing to insure that the correct data is available at the correct time during a patient's stay.
Health & Human Services	Operations	<a href="#">John MacPhee</a>	Child Care Licensing Field Work	2015	Completed	Increased field workers efficiency by providing printers and cell phones which, reduced travel to state office. Access to licensing data was enabled within the EDW. This allowed staff to identify, prioritize and schedule the providers for the yearly licensing reviews. Increased the number of weekly audits/reviews of Child Care facilities throughout the state.
Health & Human Services	Public Health	<a href="#">John MacPhee</a>	Hospital Discharge Data Set	2015	Work in Progress	Doubled DoIT disk capacity. Finished 2011 data. Ramped-up staff. Faster processing and additional outreach was achieved. The mapping was critical to the RFP. Stakeholder participation has improved and the annual reporting improved from 4 years behind to 2 years 4 years. Currently it 2 years behind and is being worked using the long list of improved communication & methods.
Health & Human Services	Public Health	<a href="#">John MacPhee</a>	DPHS Orientation Program - New Employee Orientation	2015	Completed	Improved and standardized the DPHS New Employee Orientation policy and procedures Decreased the percent of supervisors who were "unsure" of whose job it was to complete orientation tasks by 26% Increased the percent of supervisors "satisfied" or "very satisfied" with the revised policy and procedures by 64%
Health & Human Services	Public Health	<a href="#">John MacPhee</a>	Healthcare-Associated Infections Program - Notification, Surveillance, and Investigation	2015	Completed	Established standard processes for infection control breaches, outbreak investigations, and drug diversion from notification to investigation



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Health & Human Services	Public Health	<a href="#">John MacPhee</a>	Maternal and Child Health (MCH) Section - Blood Pressure Monitoring and Follow-up at MCH-Funded Agencies Providing Primary Care or Family Planning Services	2015	Completed	Increased the percent of agencies with a written blood pressure screening policy by 47% Increased the percent of agencies with a written blood pressure screening procedure by 73% Achieved 88% of agencies who routinely calibrate sphygmometers Achieved a 97% average screening rate at agencies
Health & Human Services	Public Health	<a href="#">John MacPhee</a>	Early Hearing Detection and Intervention (EHDI) Program - Program Activities Workflow	2015	Completed	Improved communication and coordination among team members Eliminated duplicated activities Decreased activity backlog to 0
Health & Human Services	Public Health	<a href="#">John MacPhee</a>	HIV CARE Program-Processing Invoices for Care Services of Enrollees	2015	Completed	Improved provider billing guidance Increased, for 80% of surveyed providers, knowledge of how to submit claims to the CARE program Increased, for 60% of surveyed providers, knowledge of bill-types NOT covered by the CARE program Decreased 2.4 weeks of FTE work time associated with re-processing due to invoice errors
Health & Human Services	Agency-wide	<a href="#">John MacPhee</a>	Office of Public Communications	2014	Work in Progress	Established process for divisions to request information releases. Created a mission statement. Streamlined authorizations. Created a mission statement & intranet page. Standardization of the POI process and forms continues
Health & Human Services	Elderly & Adult	<a href="#">John MacPhee</a>	Protective Services	2014	Completed	Recommended & prioritized application tech changes. Recommended changes to RSA 700 to align client service with staff availability. Provided more training for central intake and clinical supervisors. Completed the Procedure Manual. Achieved consistency with the 10 district offices and CI. Reduced staff time spent in court.
Health & Human Services	Elderly & Adult	<a href="#">John MacPhee</a>	Medical Eligibility	2014	Work in Progress	Designed huge tech advances for tracking and providing application status, Capitol investments required. Fill vacancies. Expand training for community partners. Extract patient data from the Medical Data Sheet to auto-populate the Medical Eligibility Assessment. Document the flow of the Choices for Independence program including PASRR. Reclassify positions. Removed barriers to timeliness. Communicate better with Financial eligibility staff. The major IT module for tracking applications and scheduling within New Heights is scheduled for January 2016.



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Health & Human Services	Office of Integrity & Improvement	<a href="#">John MacPhee</a>	Parental Reimbursement	2014	Completed	Created visibility of Parent Reimbursement Unit publicly and with in DHHS with Pamphlets, web page and training materials. Align the child support calculation with the "ability to pay" chart. Established policy/criteria for bankruptcy cases. Built a shared drive area for specialist to utilize and share info. Created generic templates for correspondence. Documented the process for client insurance claims. Develop metrics to measure recovery rates.
Health & Human Services	Office of Integrity & Improvement	<a href="#">John MacPhee</a>	Special Investigations	2014	Completed	Modernized by becoming a paperless operation. Culled many case file cabinets. Expanded the use of the FRED front end fraud detection process. Created a "fraud by type" matrix. Determined where the best return on times invested are. Requested revisions to RSA to impose wage assignments. More training at District Offices to ask the right questions.
Health & Human Services	Office of Medicaid Business	<a href="#">John MacPhee</a>	Managed Care Prior Authorizations (PA)	2014	Completed	Worked with Well sense, NH Healthy Families and Meridian MCOS to map the PA process for pharmacy services. Improved PA performance. Increased outreach to providers. More doc-to-doc conversations. Increased Assistance to providers and clients on the transition from fee-for-serve to the Managed Care model. Decreased call center volume though education. Revised PA criteria on many drugs and services. Provided better search and lookup tools on-line for all parties. Developed daily process graphic means for measuring and communicating pending requests.
Health & Human Services	Public Health	<a href="#">John MacPhee</a>	Public Health Nurse Monthly Report	2014	Completed	Revamp the nurses monthly report. Removed irrelevant information. The focus now on nursing diagnosis and issues to manage on a daily basis. Reduced the number of steps from 91 to 16. Separated the phone log into categories to better service the report users.
Health & Human Services	Public Health	<a href="#">John MacPhee</a>	WIC Management Evaluation Review Process	2014	Completed	Reworked the "management evaluation" review process of WIC local agencies. Reduced number of steps to complete an ME. Assurance of meeting timelines. Improvements in consistency of forms, streamlined processes, improved processes outcomes. Ability to set clear expectations for local agencies (staff, appointments, record reviews). Improvements to checklist form. Consistent timelines, organization, and accountability. Improved communication at State and local levels. Consistency in role of team leader and team members.
Health & Human Services	Public Health	<a href="#">John MacPhee</a>	IT Procurement Process	2014	Completed	Improved the timeliness of the procurement process for IT-related Items- Hardware, Software & Training. Much of the process remains outside our control. We continue to improve our portion of the overall process.
Health & Human Services	Public Health	<a href="#">John MacPhee</a>	Public Health Emergency Operations	2014	Completed	Built a new process model for managing emergencies. Defined rolls, Improved communications & methods. Future state process was accepted on 10/13/14. The model is in place. The unit is now more organized, efficient and even more responsive



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Health & Human Services	Public Health	<a href="#">John MacPhee</a>	Immunization Section - Invoicing for Immunization Services	2014	Completed	Standardized the process between Division of Public Health and Bureau of Drug and Alcohol Services; reduced cycle time by 36%
Health & Human Services	Public Health	<a href="#">John MacPhee</a>	Women, Infants, and Children (WIC) Program - Local WIC Agency Management Evaluation	2014	Completed	Improved satisfaction of State Agency and Local WIC Agency staff
Health & Human Services	Public Health	<a href="#">John MacPhee</a>	WIC - Local WIC Agency Service Delivery	2014	Completed	Improved clinic flow at multiple WIC Agencies
Health & Human Services	Public Health	<a href="#">John MacPhee</a>	Asthma program Internal Communications	2014	Completed	Established a standard process for monthly and annual reporting to CDC, with defined roles and responsibilities; improved team communication and satisfaction
Health & Human Services	Public Health	<a href="#">John MacPhee</a>	Healthcare-Associated Infections Program - Infection Control in Oral Health Care Provider Settings	2014	Completed	Established a standard process to capture and analyze customer feedback for the development and improvement of educational materials Increased individual provider responses by 206
Health & Human Services	Public Health	<a href="#">John MacPhee</a>	Public Health Lab - Document Management and Control Process	2014	Completed	Established a standard process to develop, test, and review documents and forms Reduced the forms to maintain Biological Safety Cabinet and Chemical Fume Hood by 75%
Health & Human Services	Elderly & Adult	<a href="#">John MacPhee</a>	Pre Admission Screen	2013	Completed	Long Term Care requires screening to insure the right services are being planned for the client. Provided mapping for process visibility and training. Identified barriers and identified the areas where technology can help. Improved knowledge retention and overall process improvement.
Health & Human Services	NH Hospital	<a href="#">John MacPhee</a>	Health Info Dept.	2013	Completed	HID is responsible for quality patient record keeping. Streamline the process for information flowing from all hospital disciplines. Standardize across the units on forms methods and use of technology. Write SOPs for sub-processes
Health & Human Services	NH Hospital	<a href="#">John MacPhee</a>	Patient Safety	2013	Completed	Minimized opportunities for patients to harm themselves & others. Significantly reduced the use of camera observations. Staff are now more engaged in meaningful client centered activities - APC Unit
Health & Human Services	NH Hospital	<a href="#">John MacPhee</a>	Health Record	2013	Completed	Map the Client journey from Admissions, through the days of care, including discharge and post discharge activities. Collect all forms used in the paper-based system for data mapping and conversion to the Electronic Health Record. The Lean work flow identified 410 forms, 5 data bases and produced 11 major process maps.





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Health & Human Services	Office of Operations	<a href="#">John MacPhee</a>	Child Care Licensing	2013	Completed	Legislation was proposed to prohibit hiring child care workers to begin until the background check is complete. Removed barriers to the finger printing process which, was causing delays. Reduced risk to the public. Collaboration with the Department of Safety has reduced the background check from 90 days to 40 days
Health & Human Services	Public Health	<a href="#">John MacPhee</a>	WIC Clinic Flow	2013	Completed	DPHS sponsored a Lean project with Southern NH Services to redesign the flow of WIC client services. A streamlined and transparent workflow was achieved.
Health & Human Services	Public Health	<a href="#">John MacPhee</a>	Public Health Lab - Intake of Suspicious Packages	2013	Completed	Decreased intake process time by 66% Decreased courier/submitter wait time by 50% Reduced Lab staff responders present during sample intake by 1
Health & Human Services	Public Health	<a href="#">John MacPhee</a>	Financial Management - Accessing Basic Budget Information for Federally-Funded Programs	2013	Completed	Standardized the process by which budget owners retrieve basic budget information; Increased the percent of program managers who could access both federal and state budget information by 80%
Health & Human Services	Public Health	<a href="#">John MacPhee</a>	Oral Health Program - Monthly Reporting of NH Fluoridated Water Systems	2013	Completed	Reduced time to enter data by 15 hours/month Decreased lag time in fluoride reporting by 83% Increased the number of fluoridated communities within optimal dose range at least 80% of the time by 4
Health & Human Services	Public Health	<a href="#">John MacPhee</a>	Infectious Disease Prevention Investigation and Care Services Section- updating web content	2013	Completed	Established a standard process for vetting and maintaining ID-PICSS website content to be accurate and timely
Health & Human Services	Public Health	<a href="#">John MacPhee</a>	Women, Infants & Children (WIC) Diabetes Program -	2013	Completed	Standardized the use of the "GDM Tip Card" with pregnant women at risk for gestational diabetes. Gestational diabetes screening increase at all WIC sites with better documentation and work flow.
Health & Human Services	Public Health	<a href="#">John MacPhee</a>	Infectious Disease Surveillance Section - Lyme Disease Case Investigations	2013	Completed	Standardized the Lyme Disease report investigation procedures Reduced time to generate letters by 66%, saving estimated \$4,169 per year
Health & Human Services	Public Health	<a href="#">John MacPhee</a>	Director's Office - Weekly Reports Submission	2013	Completed	Standardized the process for providing weekly updates from programs to the Commissioner
Health & Human Services	Behavioral Health	<a href="#">John MacPhee</a>	Emergency Services	2012	Completed	Documented best practices between Community Mental Health Centers. Identified Technology solutions and modernization to reduce cycle times and increase transparency. Identify Community supports and programs in need of strengthening. Work to break the cycle of repeated visits to the ER. Achieved consensus on to how best to use new funds to strengthen the mental health system.



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Health & Human Services	Dental Unit	<a href="#">John MacPhee</a>	Provider Network	2012	Completed	Identified the resources needed for the unit to operate effectively, provided maps of the Q90 survey processes and improved provider information. Increased communication by data sharing with Medicaid Client Services.
Health & Human Services	Multi State Agency	<a href="#">John MacPhee</a>	Monthly Reporting of NH Fluoridated Water Systems	2012	Completed	Work with DES Bureau of Ground Water to improve reporting, data entry, and quality fluoridation of water supplies
Health & Human Services	NH Hospital	<a href="#">John MacPhee</a>	Hiring Process	2012	Completed	The process has evolved over the years without a central focus. The Lean work will standardize the process, align the Hospital process with the DHHS hiring process and provide a more seamless experience for job candidates and new hires.
Health & Human Services	Public Health	<a href="#">John MacPhee</a>	Lab White Powder Submission Process	2012	Completed	Improved the process by which white powder samples are collected and pre-screened. Communications during these incidents was clarification and greatly improved.
Health & Human Services	Special Investigations	<a href="#">John MacPhee</a>	Complaint Process	2012	Completed	The process of completing the complaint form is much faster. Rework has been greatly reduced. One marked improvement is Use of the typewriter has been replaced with an electronic form and a printer
Health & Human Services	Human Resources	<a href="#">John MacPhee</a>	Internship Process	2011	Completed	Design one agency-wide standard process for interviewing, hiring and supporting internships. Establish a mission statement and define a job position to be the single point of contact for internships.
Health & Human Services	NH Hospital	<a href="#">John MacPhee</a>	Civil Commitments	2011	Completed	Provided transparency from the criminal justice system though the mental health systems for those involuntarily committed to state institutions. Effort involved the DOC and AG. Policy changes included victims rights & patient privileging. Public performance was greatly improved.
Health & Human Services	NH Hospital	<a href="#">John MacPhee</a>	Patient Rights	2011	Completed	Streamlined the process, eliminated redundancy, increased protection of patient confidentiality and shorten the typical length of investigations.
Health & Human Services	NH Hospital	<a href="#">John MacPhee</a>	Billing & Reimbursement	2011	Completed	Significantly increased reimbursements and collections to NHH. Billing to private insurers is occurring faster with complete supporting information. Optimized the features in AVATAR (NHH IT System) to communicate across depts. Visibility of the process, timeliness of clinical reporting, and improvement in multi-department coordination was achieved. Increased Reimbursements resulted in general funds savings of \$800.000 in SFY 2012. Savings continue.
Health & Human Services	Elderly & Adult	<a href="#">John MacPhee</a>	Long Term Care Financial Eligibility	2010	Completed	Eliminated redundancy, confusion and wasted resources of having separate applications for the financial eligibility and medical eligibility application forms, systems and processes. Increased standardization, client satisfaction and decreased eligibility backlogs. Significant technology improvements were made as a result of this event.
Health & Human Services	Elderly & Adult	<a href="#">John MacPhee</a>	Rate Setting	2010	Completed	Savings included eliminating the cost of mailing and handling by creating an electronic web-based process. 87 Nursing and elder care facilities use this system quarterly. Additional significant time savings was realized in overall staff time.



## New Hampshire Statewide Lean Projects

Organization	Division	Contact Person	Process	Lean Event Completed	Implementation Status	Results
Health & Human Services	Human Resources	<a href="#">John MacPhee</a>	Entrance & Exit Surveys	2010	Completed	Staff time was saved by the elimination of hard copy surveys and the addition of electronic surveying with electronic reporting. E-studio was used to accomplish this.
Health & Human Services	Office of Medicaid Business	<a href="#">John MacPhee</a>	Medicaid Transportation	2010	Completed	Reduced claims and payment process cycle times. Improved customer service to drivers.
Health & Human Services	WIC	<a href="#">John MacPhee</a>	Vendor authorization	2010	Completed	A reduction in staff cost each year was achieved by reducing the number of steps from 19 to 15 steps. The cycle time for supplier applications was reduced from 13 hrs. to 9 hrs.
Health & Human Services	Family Assistance	<a href="#">John MacPhee</a>	Customer Service Modernization	2009	Completed	Significant savings in staff time across 12 district offices was achieved by the transformation to paperless operations. 12 specific improvement projects were outlined as the roadmap to modernization. Improvements included an easier application process, more accurate eligibility determination, electronic appointment system and faster receipt of benefits. 2.5 million documents are now scanned annually and shared across the state.
Health & Human Services	Human Resources	<a href="#">John MacPhee</a>	Time Sheets	2009	Completed	Visibility of the process and accountability were achieved through the introduction of an electronic timecard management system. Errors and rework between supervisors and employees has been drastically reduced. Improvements within internal process and standardization. Major efficiency was gained for all staff & management
Labor	Boiler and Elevator	<a href="#">Laura Olson</a>	Certification Process	2013	Completed	Implemented tables to increase work flow, improve scheduling, share data, locate units, record factual unit data and write reports. Decreased non billable hours by implementing a data transfer site to directly upload field reports. Put into action debit and credit card payments to reduce paper billing, invoice collection and the time from inspection to certification. Optimized two computer systems to eliminate manual interface and duplicity. Rearranged data of electronic forms which increased data entry speed. Cross trained support staff. Reduced volume of incoming calls by uploading unit data on the web site.
Public Utilities Commission	Business Office and Safety	<a href="#">Janet Gugliotti</a>	Online Payment Acceptance	2014	Completed	Streamlined the ability of violators to pay and PUC to manage receipt of civil penalty payments for Dig Safe violations. This change saves violators the added cost of cutting a check and mailing it, and saves PUC staff the requirement to leave the building to physically deposit checks at the Treasury's bank. It also makes record-keeping easier because each on-line payment is required to have a reference number to a civil violation -- some organizations pay multiple violations with one paper check with no reference to which violation they intended to pay. The process change involved finding an acceptable third party payment service that supports direct withdrawal from bank accounts as well as credit card payment, and waiving rules that required a physical signature on a statement of responsibility.



## New Hampshire Statewide Lean Projects

Organization	Division	Contact Person	Process	Lean Event Completed	Implementation Status	Results
Public Utilities Commission	Sustainable Energy	<a href="#">Janet Gugliotti</a>	Photovoltaic Rebate Through REC Certification	2014	Work in Progress	Implementing a start to finish process for requesting renewable energy investment incentives and filing a request for approval to sell Renewable Energy Credits (REC) to the Northeast power grid. The all-electronic process required solutions to give the public online fillable forms, waiving rules requiring notarization and physical signature, and implementation of workflow for processing formal REC requests. PUC estimates a staff time saving of 500 hours annually as a result of this process change.
Public Utilities Commission	Sustainable Energy	<a href="#">Janet Gugliotti</a>	State (residential/commercial building) Energy Code Compliance Online Calculator	2014	Work in Progress	
Revenue	Agency-wide	<a href="#">Diane Dawson</a>	PO Box Distribution	2015	Completed	DRA reorganized and reduced the number of Post Office Boxes utilized for all tax types and internal mailing groups. This allowed the Department to distribute the incoming mail appropriately with less sorting, making delivery more efficient and accurate and reduced the overall operating costs associated with maintaining post office boxes.
Revenue	CTS	<a href="#">Diane Dawson</a>	Utility Property Tax	2015	Completed	This project was cross-divisional that involved the Property Appraisal section as well as the Central Tax Services. The end of year billing and reconciliation process of utility property tax payers was significantly reduced; allowing the CTS bureau to complete the reconciliation of all accounts within 2 months after the end of the calendar year. Forms were updated to conform with agency standards in order to prepare for future scan able and electronic filing capabilities.
Revenue	CTS	<a href="#">Diane Dawson</a>	Electric Consumption Tax	2015	Completed	Created a new process, involving cross-division collaboration for the receipt and reconciliation of ECT returns submitted. This process has become standardized, and scheduled for yearly reconciliation, allowing the DRA to provide compliance assistance to existing and future ECT filers. All forms were updated to allow for future scanning and/or electronic filing to be more efficient and provide timely responses to taxpayers.
Revenue	CTS	<a href="#">Diane Dawson</a>	CST Revisited	2015	Completed	The DRA revisited the Communications Services tax process based on current needs and technology. This process was broken down into 2 parts allowing a more focused lean event for the processing of documents and the reconciliation of accounts. The reconciliation side of this was fully manual and by adding it to a current PC Application this will further reduce recon. by approximately 25%. Forms were updated to allow for future scanning and electronic filing capabilities making it even more efficient at a later date.
Revenue	CTS	<a href="#">Diane Dawson</a>	NH1310/Refund Check Reissue's	2014	Completed	Creating an electronic process and eliminating duplicate efforts; increased the approval process from 2 - 24 weeks time down to within 45 days max. This process will be further leaned with the implementation of enhancements in our tax system during the TY2014 project



## New Hampshire Statewide Lean Projects

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Revenue	CTS	<a href="#">Diane Dawson</a>	NSF Process	2014	Completed	Streamlined the process of receiving notice and in turn notifying taxpayers when payment has been returned by the bank for various reasons. The time to process, update and notify maker was decreased from 6 months to within 5 days to complete. This also includes the time in which DRA is notified by Treasury.
Revenue	DP	<a href="#">Diane Dawson</a>	Misc. Outgoing Correspondence	2014	Completed	Implemented; This process has been modified to decrease the amount of time it takes to sort, open, re-sort, and deliver daily misc. correspondence to through out the department more efficiently and timely. Tracking of all checks rec'd with Misc. Correspond. is now electronic and traceable.
Revenue	DP	<a href="#">Diane Dawson</a>	Manual Deposit Process	2014	Completed	Streamlined the current manual process/deposit of various documents by eliminating duplication of work, and increasing the processing time considerably.
Revenue	Agency-wide	<a href="#">Diane Dawson</a>	CST	2013	Completed	The processing of all communication services tax returns are being completed daily; reconciliation (manual process) although not daily is completed during Jan - June.
Revenue	Agency-wide	<a href="#">Diane Dawson</a>	Forms	2012	Completed	Streamlined the Yearly Forms review and update process; forms are prepared and ready for release to the public prior to filing season.
Revenue	CTS	<a href="#">Diane Dawson</a>	System Refunds	2012	Completed	All system refunds are tracked and assigned via the CTS Cases Tracking Database along with all other cases in CTS allowing for efficient and timely refunds issued.
Revenue	CTS	<a href="#">Diane Dawson</a>	Misc. Taxes	2012	Completed	The processing & scanning of all CST forms are now daily and ready for review almost immediately instead of months later;
Revenue	Property Appraisal	<a href="#">Diane Dawson</a>	Timber Tax	2012	Completed	Create an electrical filing process that eliminates duplication, mailing cost, and improves efficiency
Revenue	Collections	<a href="#">Diane Dawson</a>	M&R License Renewals	2011	Completed	All Compliant Operators received renewal license by the expiration date of June 30, 2013;
Revenue	Municipal Services	<a href="#">Diane Dawson</a>	MS-1	2011	Completed	Implemented an electronic filing process of a ten-page report, thus eliminating data entry and keying errors
Safety	Multi State Agency	<a href="#">Roberta Emmons</a>	Uninterrupted Power Supply SOP	2015	Completed	DoIT/DOS worked together to put in place an SOP to safeguard and standardize power supplies necessary hardware needs. DOS began this pilot and identified/mapped their existing UPS' and going forward DoIT will monitor use and contract out maintenance.
Safety	Multi State Agency	<a href="#">Roberta Emmons</a>	Time Tracker	2015	Completed	Worked with the Dept. of Insurance/facilitated to discern how they recorded their dedicated time while auditing insurance companies and invoicing. Retired an unsupported antiquated software/hardware standalone set up to NH First Lawson. Streamlined and standardized SOP and reporting.
Safety	Multi State and Non-State	<a href="#">Roberta Emmons</a>	SPOTS Shared \$	2015	Work in Progress	Collaborative effort with local and state police personnel to maintain, update and share costs for FBI/Criminal background electronic checks.
Safety	State Police	<a href="#">Roberta Emmons</a>	Admin Warehouse	2015	Work in Progress	Physically revamped warehouse and storage rules for Division. Working with DoIT for barcoding capability. Valuable space and inventory of goods are current and aged properly.
Safety	Administration	<a href="#">Roberta Emmons</a>	Automotive Fleet Maintenance	2014	Completed	Interacts with 7 divisions, procedures changed to include automation of maintenance scheduling. Safety concerns and logistic reconstruction in place. Expect 4X faster turnaround service with implementation.



## New Hampshire Statewide Lean Projects

Organization	Division	Contact Person	Process	Lean Event Completed	Implementation Status	Results
Safety	Multi State Agency	<a href="#">Roberta Emmons</a>	Moodle Platform - Infrastructure	2014	Completed	Develop technical specifications for on line training statewide. Estimated \$ saved per average cost = \$300K; standardization and lack of redundancy in place.
Safety	State Police	<a href="#">Roberta Emmons</a>	Fireworks Oversight	2014	Completed	Oversight of who manages/inspects fireworks operations. Deleted redundancy.
Safety	State Police	<a href="#">Roberta Emmons</a>	Radar Certification	2014	Work in Progress	Outsource SP fleet radar cert. No longer service locals/other agencies. Save approx. \$68K on equipment. Cert at barracks to allow more officer presence in the field.
Safety	Motor Vehicle Division	<a href="#">Roberta Emmons</a>	Commercial Truck - IFTA/Road Toll	2013	Completed	Combine "one stop" service for heavy truck applicants - merged Registration and Road Toll in one location
Safety	Multi State Agency	<a href="#">Roberta Emmons</a>	Fingerprinting Background Checks	2013	Completed	Transparent data detail between agencies. Fingerprinting and FBI background check confirmed 40 day turnaround.
Safety	State Police	<a href="#">Roberta Emmons</a>	Field Training	2013	Completed	Standardized training, quantifiable measures for training new officers. Streamlined training paper trail.
Safety	State Police	<a href="#">Roberta Emmons</a>	Crash Reconstruction	2013	Completed	Full time 5 person unit, no longer delayed by standard Troop duties. Committed to a max 90 day report turnaround.
Safety	Fire Standards/EMS	<a href="#">Roberta Emmons</a>	EMS Licensing	2012	Completed	EMS license process standardized. Mirrors national standard. Saved staff hours in excess of 490 hours in 2 month cycles. Provider process streamlined and automated. Nearly paperless system.
Safety	Multi State Agency	<a href="#">Roberta Emmons</a>	Software Hardware Disbursement	2012	Work in Progress	Automated "new", "changed" and terminated computer footprint for DOS employees.
Safety	State Police	<a href="#">Roberta Emmons</a>	Sworn Hiring Process	2012	Completed	Standardized hiring process, saved just under 3 weeks of time; utilized std team allowing more Troopers in the field. Automation of testing and hiring process; professional and proficient.
Safety	Motor Vehicle Division	<a href="#">Roberta Emmons</a>	Forms	2011	Completed	Changed most problematic forms (per customer) revised and readied ourselves for a Walking Disability future event.
Safety	State Police	<a href="#">Roberta Emmons</a>	Dispatch	2011	Completed	Revamp scheduling and chain of command. Centralized vs. Decentralized; developed communication protocol.
Safety	Administration	<a href="#">Roberta Emmons</a>	Payroll Process	2010	Completed	Addressed traffic patterns within office; statistics being gathered for payroll standardization between 8 divisions. Business hardware ordered.
Safety	BOH SP&Prosecution	<a href="#">Roberta Emmons</a>	Prosecution Logistics	2010	Completed	Business hardware (phones, copier etc..) in place, still considering decentralization of prosecution and related staff.
Safety	E-911	<a href="#">Roberta Emmons</a>	Master Street Address Guide	2010	Completed	Necessary inter-departmental data sharing in place, scheduled position of manager Master Street Address Guide in process
Safety	Marine Patrol	<a href="#">Roberta Emmons</a>	Accident Reporting	2010	Completed	Revised accident report, communication hardware implemented; Safety/and faster response rate realized
Safety	Motor Vehicle Division	<a href="#">Roberta Emmons</a>	License Returns	2010	Completed	\$250K savings annually, streamlined



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Organization	Division	Contact Person	Process	Lean Event Completed	Implementation Status	Results
Safety	State Police	<a href="#">Roberta Emmons</a>	Criminal Records	2010	Completed	Backlog quantities addressed, overtime scheduled and training in-place to insure thresholds to keep workflow current. Clerical support in place to allow dedicated entry personnel little/no interruption. Goal of zero backlog by June 30, 2011. As of 4/13/11 backlog is cleared, steps put in place to keep backlog from ever occurring again, and members of the docket team will be cross trained in order to reassign duties when clerks are out of the office.
Safety	Multi State Agency	<a href="#">Roberta Emmons</a>	G&C Contracts Pass 1st	2009	Completed	40% success rate to 92% success rate
Transportation	Administration	<a href="#">Angela Linke</a>	Constituent Response	2015	Completed	Mapped process for tracking constituent requests, outlining guidelines and responsibilities. Will hire staff to track and coordinate.
Transportation	Administration	<a href="#">Angela Linke</a>	Database Improvement Process	2015	Completed	Multiple databases, multiple users. Redundancy in entry and use. Seeking to compare uses and abilities of multiple databases with hopes to increase efficiency.
Transportation	Highway Design	<a href="#">Angela Linke</a>	Paperless Correspondence Files	2015	Completed	Keep all correspondence files electronically on S drive in "electronic" project notebooks. Saves paper, file space, etc. Archive files are also kept electronically.
Transportation	Highway Design	<a href="#">Angela Linke</a>	No Colored Paper	2015	Completed	Differently colored paper was used to represent different things in Design. Use was reviewed and found no value added in the use of colored copies. Savings realized using only white paper, not having to purchase the more expensive colored paper.
Transportation	Highway Design	<a href="#">Angela Linke</a>	Printer Consolidation	2015	Completed	The 4 sections in Highway Design had a total of 14 printers. It was found that this number could be reduced in half. Toner cartridge costs were reduced since older toner cartridges tend to cost more. Plus down time was reduced since we could start having replacement toner cartridges on hand.
Transportation	Finance	<a href="#">Angela Linke</a>	Rental Agreements	2014	Completed	Hundreds of individual requests have been reduced to eight batch requests over four quarters from snow plow contractors
Transportation	Multi State and Non-State	<a href="#">Angela Linke</a>	Ten Year Plan Project Selection	2014	Completed	Collaborated with multiple parties to identify and prioritize selection criteria for projects in the State Ten Year Plan.
Transportation	Administration	<a href="#">Angela Linke</a>	Safety Training Efficiencies	2014	Completed	Trained in-house staff in first aid/CPR and forklift training. In house training allowed to train multiple staff rather than contract out to attend external training. Savings, \$35,000 on a triennial basis.
Transportation	Administration	<a href="#">Angela Linke</a>	HR Processing Requirements in case of death of active employee	2014	Completed	Identified process flow and impacted parties. Training tool, process documented, efficiencies created.
Transportation	Administration	<a href="#">Angela Linke</a>	Hiring	2013	Completed	Process mapped for understanding.
Transportation	Finance	<a href="#">Angela Linke</a>	Single Audit Report for Sponsors	2013	Completed	Process to reduce the number of audits to zero.
Transportation	Multi State Agency	<a href="#">Angela Linke</a>	NHFIRST SJD Rich Text Conversion	2013	Completed	NHDOT/HR and DoIT jointly developed a rich text conversion in NH First



## New Hampshire Statewide Lean Projects

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Transportation	Multi State Agency	<a href="#">Angela Linke</a>	Overhaul PCI Vulnerability	2013	Completed	IT solution developed in house rather than through a contracted service. \$300,000 Savings
Transportation	Administration	<a href="#">Angela Linke</a>	Contractor Compliance Program Procedures	2013	Completed	Electronic vs Manual tracking of prompt payments reduces # of payment information requests from contractors saving 1-2 hrs./month. Provides ability to generate reports allowing for reviews to be occurring on a more frequent basis (5 to over 50/month) Increased efficiency and effectiveness of process.
Transportation	Regional Planning	<a href="#">Angela Linke</a>	Ten Year Plan Process	2012		Process mapped for understanding on how info. Is gathered and transmitted to Regional Planning Commission.
Transportation	Contracts	<a href="#">Angela Linke</a>	Contracting Process	2012	Completed	Process mapped for understanding
Transportation	Travel	<a href="#">Angela Linke</a>	Out of State Travel Approval Process	2012		To document and streamline the process, to eliminate waste, improve efficiency and improve tracking and budgeting.
Transportation	Landfills	<a href="#">Angela Linke</a>	Low Grade Wood	2012	Completed	Lean process for harvesting and disposing of wood products and to create a revenue source of clean wood; based on insufficient quantities of quality wood, contractors were not interested.
Transportation	Finance	<a href="#">Angela Linke</a>	Department Contract Process	2012	Completed	Use of Management Tracking System (MTS) resulting in elimination of late items and retroactive items.
Transportation	Audits	<a href="#">Angela Linke</a>	Single Audit Reports for Sponsors	2011		Process mapped for understanding of communities' audits if they receive \$500,000 or more in Federal funds within fiscal year. Project to establish tracking and accounting for audits process at DOT. May be able to extend to all State agencies.
Transportation	Administration	<a href="#">Angela Linke</a>	Random Audit Process	2011	Completed	Consolidation of two separate audits: Safety and Environmental into one single event. 50% reduction in audit staff time, miles traveled and facility staff time.
Transportation	Multi State and Non-State	<a href="#">Angela Linke</a>	Storm water Protection Plan	2011	Completed	Reduced review time for SWPPP applications by contractors by having design staff submit erosion control plans as part of wetlands permit. Reduced DES and DOT staff review time of SWPPP.
Transportation	Regional Planning	<a href="#">Angela Linke</a>	State Transportation Improvement Program (STIP)	2010	Work in Progress	First in a series of Kaizens including DOT and Regional Planning Agency staff.
Transportation		<a href="#">Angela Linke</a>	Rental Agreements	2010	Completed	Process mapped for understanding and accountability
Transportation	Commissioner's Office	<a href="#">Angela Linke</a>	Constituent Response	2010	Completed	Initiated Tracking and Assignment System
Transportation	Multi State Agency	<a href="#">Angela Linke</a>	Project Closings	2010	Completed	To identify & improve process for closing projects & to properly liquidate any remaining encumbrance; to streamline & expedite the process for all STIP revisions; to minimize the potential for project delays and fed. Agency non-participation in expenditures.
Transportation	Multi State and Non-State	<a href="#">Angela Linke</a>	State Transportation Improvement Program	2010	Completed	The change of comment periods to range from 10-30 days created substantial improvements. EX: If 5 amendments were processed per year it used to take 150 days. After the lean and related changes the maximum improvement could be as much as 80 days. Each project is different so average at 40 days per year saved in this process.





## *New Hampshire Statewide Lean Projects*

Organization	Division	Contact Person	Process	Lean Event Completed	Implementation Status	Results
Transportation	Human Resources	<a href="#">Angela Linke</a>	Hiring	2009	Completed	Mapped process for understanding. Identified future Kaizens- 1) vacancy to closing 2) internal review process and the external process
Transportation	Operations	<a href="#">Angela Linke</a>	Oversize Overweight Permitting	2009	Completed	Efficiency: 85% of permits are approved with minutes compared to 5-7 business days, improved customer service by allowing evaluation of load and route without having to pay a fee, in-house staff design vs. consultant service
Transportation	JLCAR Phase 1	<a href="#">Angela Linke</a>	Administrative Rules Process	2009	Completed	A value stream mapping project involving legislators, the Office of Legislative Services and executive branch agencies (DHHS, DES, DOS) identified potential improvements. The enactment of SB161 in 2012 expedited the entire process. The rule making register is now paperless, expirations dates extended, the number of copies reduced, approvals for minor editing eliminated and more. Agency experts offered BET training 5/4/12. A series of Joint Agency & OLS topical workshops are underway.
Transportation	Finance	<a href="#">Angela Linke</a>	Project Closings	2005	Completed	Mapped process for understanding; identified future Kaizens