



# STATE OF NEW HAMPSHIRE'S CONTINUOUS PROCESS IMPROVEMENT REPORT

2020-2021

PREPARED BY THE NH LEAN EXECUTIVE COMMITTEE



# MESSAGE FROM THE CHAIR...



We are 14 years in existence from the initial roll out of continuous process improvement training. We ARE the only group in SONH government who operates with volunteers and runs a Community of Practice Model with our Network. Our Lean Coordinators rose to the challenge over the past two years to assist with the NH COVID-19 response.

I am reminded of the need for training now, more than ever, to serve as a foundation for our work. We are better and offer more efficiency when teams are trained. Our central goal from the LEC is always to provide a platform for continuous process improvement, making our services and products more efficient, and in turn creating more value for our citizens in the Granite State. Time and time again, the expertise and skills from trained Lean State of NH colleagues, we find plentiful examples of teams who are communicating and creating their own program efficiencies, processes that are evaluated and solutions provided for the work necessary prior to new technology, are revamping program operations with updated steps, documenting their work, and offer true inspiration with a “*Can Do Attitude*”.

One gap continues to exist. Without the infrastructure for the State of NH to invest in Lean as the standard business tool, we need the Lean Process Improvement Office to be created. Properly staffed and resourced, the office would allow for Lean tracking of efficiencies gained to be comprehensively documented, promote the use of standard software to manage projects, and of course expand the Community of Practice in order to gain deep insights and share valuable lessons learned with each other. Strategy is everything. The time is now.

With respect and champion for the NH Lean Thinkers,

*Heather Barto*

Heather Barto, MS, CLSSGB, LBB  
Lean Executive Committee Chair

# ENDORSEMENT BY GOVERNOR SUNUNU, 2021



**STATE OF NEW HAMPSHIRE  
LEAN EXECUTIVE COMMITTEE CHARTER**

**Executive Summary:**

Lean is an internationally known process improvement tool used in various sectors including healthcare, commercial industries, military, federal and state government, and more. The State of New Hampshire (SONH) Lean Executive Committee (LEC) is comprised of 15 active Lean Coordinators. Through the work of the Lean Coordinators, trained employees, and sponsors of process improvement the training, project work, and systems thinking impacts more than 10,000 state employees and approximately 7,000 employees at the University System of New Hampshire. The LEC has wide representation across agencies to promote interagency events, communicate strategic plans, and promote the use of standard tools for process improvement work. Through collaboration over the past 12 years, more than 150 documented Lean projects have been completed by 15 agencies. LEC is the leadership organization for achieving a more efficient New Hampshire with state, local, federal government, higher education, and community non-profit organizations. Participating organizations appoint a Lean Coordinator who serves as the central manager for Lean activities. Within organizations there are formally trained employees who facilitate events and promote Lean culture. Formal SONH Lean training includes White, Yellow, Green, and Black Belts certificates.

**Services Provided:**

1. Facilitate multi-agency projects resulting in shorter lead times, cost savings, and enterprise alignment
2. Maintain the <http://lean.nh.gov> website with educational materials, case studies, events, and Lean tools
3. Offer mentoring to assist organizations and various stakeholders
4. Support formal training for Lean belt certificates
5. Promote the use of Lean standard tools, methods, and business solutions
6. Partner with the University System of New Hampshire to plan and deliver Lean summits

**Mission Statement:**

To promote a stronger more efficient New Hampshire, the Lean Executive Committee provides education, mentorship, innovation, advocacy, and facilitation of Lean process improvement efforts.

**Goals for 2021 – 2022**

Improve state systems and processes to be more streamlined, transparent, and effective. The investment in statewide infrastructure for Lean process improvement is an integral part of modernization and efficiency. In order to continue improving NH state government, the LEC has identified the following focus areas:

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**People:** Empower the workforce, provide Lean training, and to expand the “Lean thinking” culture  
**Process:** Reduce processing times, standardize operations, eliminate waste and improve public performance  
**Technology:** Aligning processes to work with advances in technology increases efficiency

**2021 Agency Lean Representation**  
John MacPhee and Heather Barto\*, Department of Health and Human Services  
Michael Moranti and Stephen Mason, Department of Administrative Services  
Hallie Pentheny, Department of Business and Economic Affairs  
Robert Young, Department of Corrections  
Vince Perelli and Linda Magoon, Department of Environmental Services  
Candice Weingartner and Robin Parkhurst, Department of Information Technology  
Diane Dawson, Department of Revenue Administration  
Joseph McCue, Department of Transportation  
Linda Beliveau, NH Judicial Branch  
Edith Chiasson, Office of Professional Licensure and Certification  
Dagmar Vlahos and Thomas Lencki Jr., University System of New Hampshire  
Michele Kelleher, Banking Department  
Erika Randmere, NH Employment Security  
Currently Vacant, Department of Safety  
Currently Vacant, Treasury Department  
Currently Vacant, NH Insurance Department  
Currently Vacant, Department of Labor

\* Denotes Lean Executive Committee Chair

**Governor Endorsement**

I, Governor Christopher T. Sununu endorse the work of the Lean Executive Committee and am committed to the training models, work of Lean project facilitators, and Lean as a tool for business process improvement to create efficiency across New Hampshire State Government;

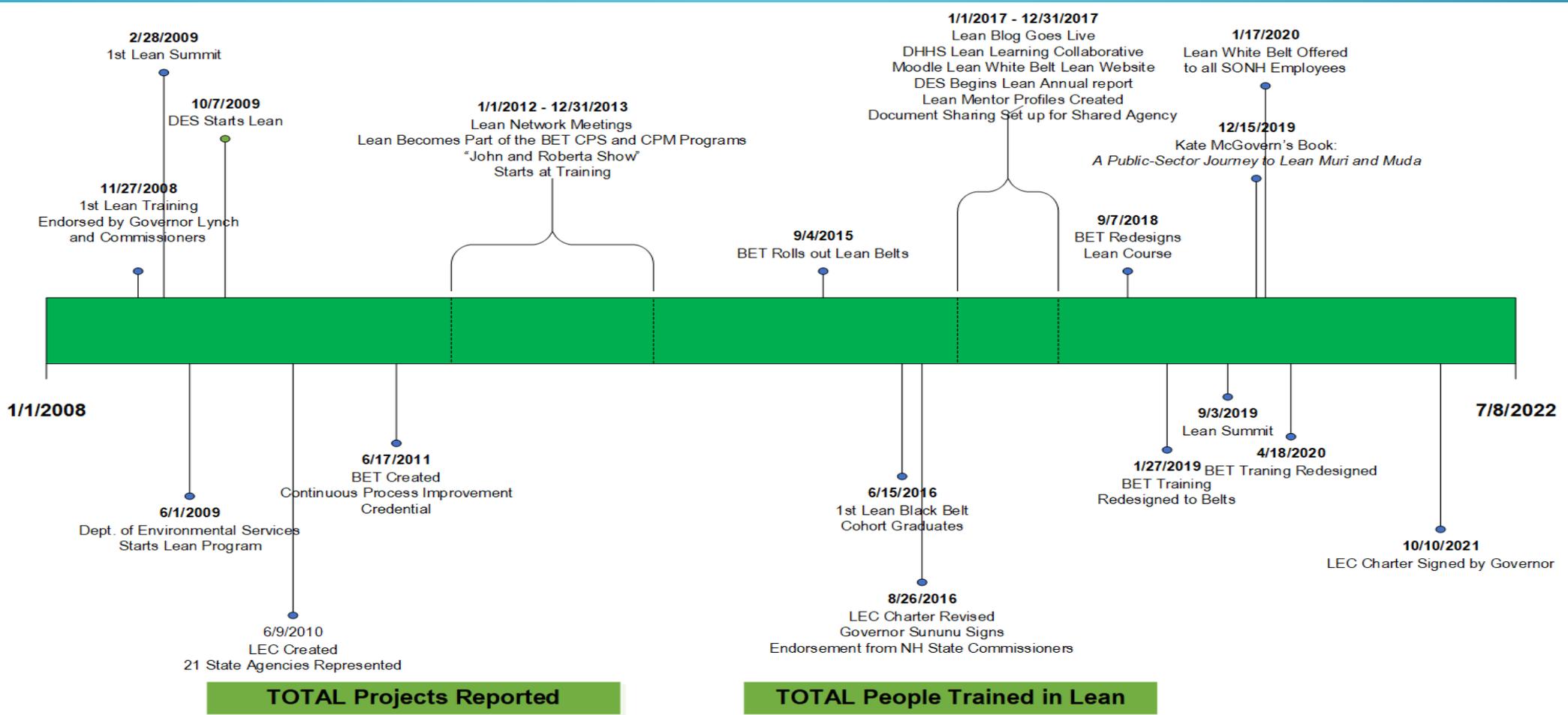
  
Governor Christopher T. Sununu Oct. 20, 2021  
Date

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## OBSERVATIONS FROM THE LEAN EXECUTIVE COMMITTEE

- Lean was used during the NH COVID-19 response in multiple operations: call center (211), public health incident management team, and environmental responses.
- During the height of the pandemic, staff used continuous process improvement for virtual work, many using Lean tools and not being aware of it. The pandemic forced us to change the way we work.
- We used Plan Do Check Act every day during the Safer At Home Executive Order. This forced change was a huge lesson for all of us.
- Training is again available for all State of NH employees, municipalities and community non-profit agencies.
- Virtual work was proven successful, and our teams adapted well. Lessons were learned and best practices developed.
- We quickly learned how to manage notifications and communications.

# TIMELINE FOR NH LEAN IMPLEMENTATION



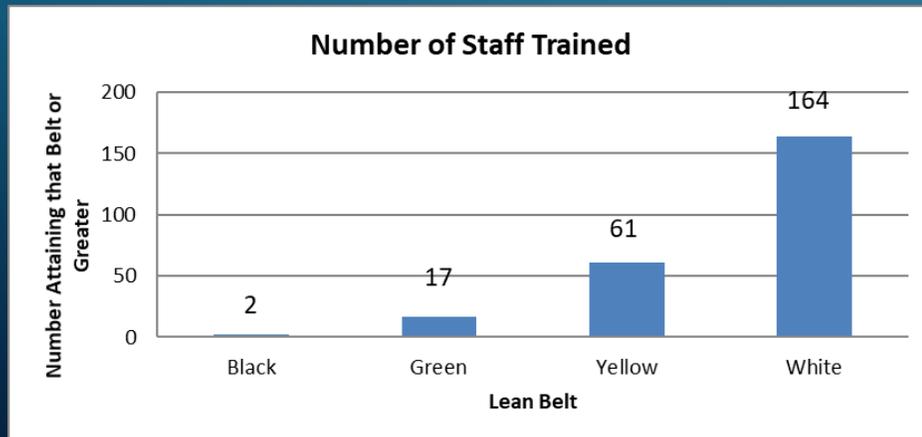


# STATE OF NH AGENCY REPORT OUTS

# NH DEPARTMENT OF ENVIRONMENTAL SERVICES



- Lean Coordinator position filled after 19-month vacancy
- Refreshed requirement for new hires to complete White Belt training within 6 months of start date
- NHDES Lean Charter signed and Strategic Plan created in 2022



# NH DEPARTMENT OF HEALTH AND HUMAN SERVICES



- ❑ Lean is an established and valued business program at DHHS for 12 years. In 2017, a 2nd FTE was hired. The program was enhanced with additional services; including coaching, additional project capacity, the development of a standard method of managing the work, learning collaboratives, and more.
- ❑ Lean projects support the mission of DHHS, align with departmental goals and strategic initiatives.

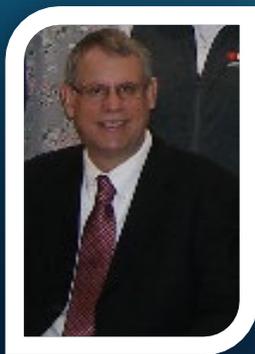
## 2021-2022 Project Highlights:

- ❑ **HR Hiring Process Review:** Documented challenges and process barriers. Transformed the new hire checklist.

-->Result: work hours saved across the enterprise, improved communication, and additional work planned.

- ❑ **PATH Program Review of Referral and General Operations:** Identified opportunities to redesign forms, reducing work waste, improve communications with NH Hospital, and clients provided recommendations for improvements.

-->Result: Clients having a higher quality experience at PATH, staff reduced duplication of effort , increased technology to support efficiency, and more.



John MacPhee, LSSGB, [John.S.MacPhee@dhhs.nh.gov](mailto:John.S.MacPhee@dhhs.nh.gov)



Heather Barto, MS, CLSSGB, LBB, [Heather.M.Barto@dhhs.nh.gov](mailto:Heather.M.Barto@dhhs.nh.gov)

# NH DEPARTMENT OF TRANSPORTATION



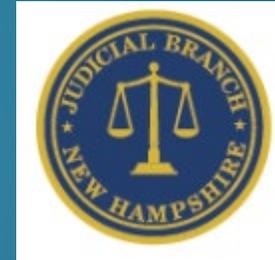
- Currently creating formal, documented user processes as part of the new enterprise software system rollout.
- Currently developing a Department-wide 5S program.
- Created a series of 'Lean 101' lunch & learn training sessions to raise awareness of Lean throughout the Department.
- Reduced the administrative process time for a single CPR training by 75%, freeing approximately 50 labor hours of capacity per year.
- Assists other Agencies with facilitation of process improvements.

# NH DEPARTMENT OF BUSINESS AND ECONOMIC AFFAIRS



- BEA welcomed and integrated the Office of Planning and Development and the Office of Outdoor Recreation Industry Development to its team recently.
- BEA created a series of Lunch & Learn sessions to raise awareness of division programs in order to spark collaboration and avoid duplication within the department.
- BEA is implementing a customer relationship management system which will be used across all BEA divisions to better serve the businesses and the agency's partners throughout the state.

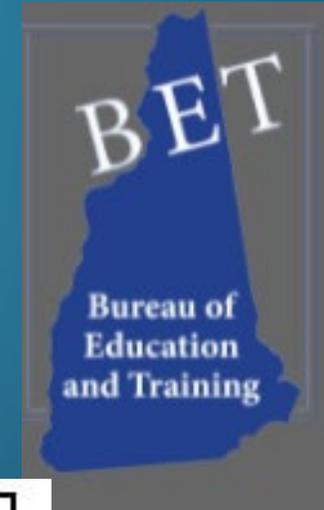
# JUDICIAL BRANCH



- Recently used the current state mapping to identify inefficiencies in the Medical Malpractice Screening Panel process. Approximately 10 to 15 steps of the process were eliminated and, in addition, some steps were reallocated to other departments. Forms were also revised to coincide with the changes in procedure. The new process will be implemented in two phases, with Phase 1 beginning in the near future.
- Visio was utilized for process mapping in the initial design phase of CaseLines, our new digital evidence management system, as well as in a new state-wide centralized warrant process.
- Project Highlights: A Lean event was created in October 2016 to assist a court with a huge backlog in case processing. The team met to review and make changes to the current state process but also devised a plan involving a new organizational chart, cross-training, dedicated work schedules, re-organizing of files, a new office floor plan and even some fresh paint! The court was caught up within a few months and has managed to remain current with case processing years later.

# NH BUREAU OF EDUCATION AND TRAINING

In-person and hybrid Lean training resumed  
at the Bureau of Education



<b>Course</b>	<b>2020</b>	<b>2021</b>	<b>2022</b> <b>(3-25-22)</b>
White – Online	164	136	31
Yellow	6	15	23
Green	9	5	8
Black	0	0	4

# LOTTERY COMMISSION

- Built a Lean bench using a partnership between Lottery and BET to conduct pilot in-agency Yellow and Green Belt training programs.
- Graduated 2 Green Belts and 8 Yellow Belts.

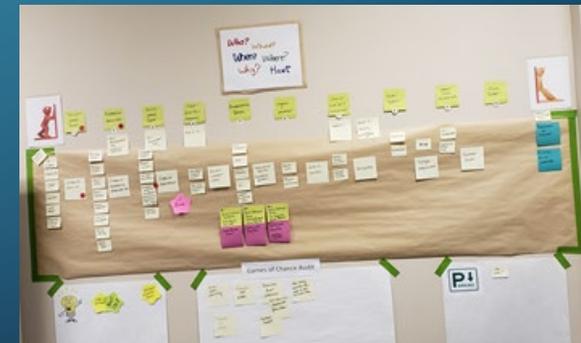


Photo Description: Edie and team used process mapping to revise all aspects of the Racing & Charitable Gaming audit program.

Program Developed by Edith.M.Chiasson, LBB | Administrator, [Edith.M.Chiasson@oplc.nh.gov](mailto:Edith.M.Chiasson@oplc.nh.gov)

# OFFICE OF PROFESSIONAL LICENSURE – LICENSING BUREAU

- Established 5S for workstations. All excess supplies and equipment were recycled within the unit or sent to State surplus.
- Created teams and restructured staff assignments to improve workflow by identifying monuments, challenging sacred cows and reducing bottlenecks.
- Continuously challenging individuals and teams to look at processes from different points of view, engage fresh eyes and dig deep for creative ideas as we work to maintain mission alignment.



**Edith.M.Chiasson, Administrator, Bureau of Licensing**  
NH Office of Professional Licensure and Certification  
[Edith.M.Chiasson@oplc.nh.gov](mailto:Edith.M.Chiasson@oplc.nh.gov) | 603.271.2152

# DEPARTMENT OF INFORMATION TECHNOLOGY AT DEPARTMENT OF TRANSPORTATION

- Incorporate Lean practices into IT project management
- Promote Lean concepts and practices within DoIT@DOT
- Create and manage a Lean Education Board
- Current State Process and Future State Process are done prior to implementing new software
- Fuel Invoicing System (currently consists of an in-house supported vendor application and two in-house Access databases which will be moved to a single vendor hosted solution). There is currently a Lean event taking place in order to eliminate many wasted steps so that the new solution will be set up properly.



Robin Parkhurst, MS, Lean Black Belt  
IT Project Manager  
DoIT@DOT

# DEPARTMENT OF INFORMATION TECHNOLOGY

- COVID response requirements challenged us to think outside the box and look for ways to lean processes. Active use of Plan-Do-Check-Act (PDCA) allows us to iteratively improve our processes and provide the high level of support required during the pandemic.
- Active partnerships with the agencies we support utilizing new collaboration tools available to us with the implementation of Teams and other Microsoft applications
- Use of Kanban methodology in various departments with the implementation of Microsoft Planner



# UNIVERSITY SYSTEM OF NEW HAMPSHIRE



**Dagmar Vlahos**  
**Thomas Lencki Jr.**  
Lean Black Belts  
USNH Enterprise  
Lean Team

## Efficiencies

100's of processes improved through Lean events throughout the campuses within the University System of New Hampshire

## Training

Over 1,000 employees have completed Introduction to Lean since 2015

Over a 1,000 Lean Micro Credentials badges issued for training since 2021

30 plus Certified Lean Facilitators

## Milestone Achievements

- Transitioned in-person Lean training to virtual instructor led training
- Applied Lean methodology in Business Transformation projects – Enterprise IT and Human Resources Shared Services
- Lean Enterprise Team engaged in UNH / Granite State College merger
- Providing Lean services to all USNH campuses

# LEAN PROGRAMMATIC CHALLENGES

- Until the State of NH invests into Lean as a standard business tool, only those individual agencies electing to deploy process improvement will be able to access the tools, methods, etc.
- LEC is a all volunteer group, with a grass roots effort reaching over 10 years of statewide improvements
- The LEC, and Lean at the state level, has moved through various stages of organizational development, from start-up through maturity. Currently, we are in a re-building phase. Other investments are required for advancements of Lean to be deployed as a business tool.

# PLANS FOR 2022-2023



- Encourage all SONH staff to attend BET Lean trainings
- Offer Lean Network meetings to engage with the Community of Practice
- Revise the Lean website
- Develop a written strategic road map
- Regional and local networking re-engagement
- Promote attendance at NH Lean Summit – September 23, 2022

## 4 RECOMMENDATIONS FROM THE LEC

1. All state of NH employees and its affiliates (contractors, subrecipients, vendors, etc.) complete the Lean White Belt training at the time of hire for the purpose of increasing awareness and adoption of a Governmental Lean Thinking Mindset.
2. All state of NH agencies appoint a Lean Coordinator, demonstrating a top-down support from Commissioners
3. The agency's Lean Coordinator becomes the single point of contact for onboarding Lean as a tool, tracking projects, creating culture, etc.
4. Lean White, Yellow, and Green Belts weaved into the Certified Public Manager program.

THANK YOU!



# LEAN EXECUTIVE COMMITTEE

Heather Barto, [Heather.M.Barto@dhhs.nh.gov](mailto:Heather.M.Barto@dhhs.nh.gov), LEC Current Chair

John MacPhee, [John.S.MacPhee@dhhs.nh.gov](mailto:John.S.MacPhee@dhhs.nh.gov), LEC Prior Chair

Edith Chiasson, [Edith.C.Chiasson@oplc.nh.gov](mailto:Edith.C.Chiasson@oplc.nh.gov), LEC Member

Diane Dawson, [Diane.L.Dawson@dra.nh.gov](mailto:Diane.L.Dawson@dra.nh.gov), LEC Member

Thomas Lencki, [Thomas.Lencki@unh.edu](mailto:Thomas.Lencki@unh.edu), LEC Member

Linda Magoon, [Linda.M.Magoon@des.nh.gov](mailto:Linda.M.Magoon@des.nh.gov), LEC Member

Joseph McCue, [Joseph.C.McCue@dot.nh.gov](mailto:Joseph.C.McCue@dot.nh.gov), LEC Member

Michael Moranti, [Michael.J.Moranti@das.nh.gov](mailto:Michael.J.Moranti@das.nh.gov), LEC Member

Robin Parkhurst, [Robin.L.Parkhurst@doit.nh.gov](mailto:Robin.L.Parkhurst@doit.nh.gov), LEC Member

Vince Perelli, [Vincent.R.Perelli@des.nh.gov](mailto:Vincent.R.Perelli@des.nh.gov), LEC Member

Dagmar Vlahos, [Dagmar.Vlahos@unh.edu](mailto:Dagmar.Vlahos@unh.edu), LEC Member

Candice Weingartner, [Candice.M.Weingartner@doit.nh.gov](mailto:Candice.M.Weingartner@doit.nh.gov), LEC Member