



# Detailed Lean Improvement Project Report

For the June 1, 2014, through December 31, 2014, reporting period

**Agency name:**

Department of Health: Vicki Bouvier, Terry Taylor, Robin Burkhart

**Improvement project title:**

Division of Environmental Public Health Significant Rulemaking Process

**Date improvement project initiated:**

10/27/14

**Summary:**

The Department of Health, Division of Environmental Public Health, improved the significant rulemaking process to be more efficient, maintain value to stakeholders, and reduced the number of steps from 139 to 84 resulting in 40 percent fewer steps.

**Details:**Description of the problem:

The rulemaking process has two primary competing interests: the public health goal of adopting rules quickly to protect public health and safety, and the goal of the APA to create the least burdensome regulatory structure by using a deliberative, transparent, and inclusive process. In addition, each office has different rulemaking resources, knowledge, and processes that must be reconciled at the division level. Impacts of these competing interests and difference in rulemaking processes include rule making that can be confusing, inefficient, and time consuming.

Description of the improvement:

Through completion of a value stream mapping event, the new rulemaking process decreased the number of steps and hand-offs by replacing the existing sequential review and approval of documents with concurrent reviews. Workgroups were formed to address other ways of improving the significant rulemaking process. Workgroups are improving quality of work products and reducing rework by developing checklists and a training plan for office rules coordinators and just-in-time training for program staff. The workgroups have created a RACI matrix to help articulate expectations and clarify roles and responsibilities. Other workgroup activities include improving communications with external customers and applying improvements where possible to standardize other rulemaking processes including exception and emergency rulemaking.

Specific results achieved:

The primary metric to measure the results of the value stream mapping are fewer steps and handoffs.

- Total number of steps in the previous process: 139. Total number of steps in revised process: 84. Resulting in 40 percent fewer steps.

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- Number of times materials are handed off to different people during the previous process: 106. Number of times materials are handed off to different people during the process: 51. Resulting in 48 percent fewer handoffs.



Fun Group Photo.jpg



Panaroma.jpg



Tally.jpg



In progress 1.jpg



A3-EPH Rules  
Process.docx

### How we involved customers or stakeholders in this effort:

The following stakeholders attended the first day of the value stream mapping event:

- Margaret Barrette, Pacific Coast Shellfish Growers Association
- John Kounts, Washington Public Utilities District Association
- Kara Ziegler, Tacoma-Pierce County Health Department
- Phil Wyman, Seattle-King County Public Health
- Tom Kunesh, Whatcom County Health Department

### Contact persons:

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