

Strategic Lean Project Report



For Reporting Period: July through December 2016

I. General Information:

Lead agency name: Washington State Department of Health

Partner agencies: N/A

Improvement project title: Improving drinking water systems' operator certification.

Date improvement project was initiated: 2/16/2016

Project type: New Project

Project is directly connected to:

If applicable, specify the alignment:

- Results Washington performance measure
- Agency Strategic Plan

Report reviewed and approved by: John Wiesman, DrPH, MPH

II. Project Summary:

The Department of Health selected the Office of Drinking Water's Operator Certification and Training Section to pilot the implementation of an Enterprise Content Management (ECM) system. The desired outcome is a system that will streamline business processes by routing content (information) electronically, reducing paper and providing better service. The pilot project establishes an electronic workflow from the time a public water system operator submits an application through completion of the application review process.

III. Project Details:

Identify the problem:

The Team uses three (3) software systems to process applications causing:

- Rework - Triplicate data entry.
- Errors - Potential data integrity issues.
- Inconsistent work processes - Undocumented and undefined processes.

Problem statement:

Currently, the drinking water systems' operator certification process takes approximately 40 minutes to complete. The project goal is to reduce the application process time by 20 percent, which should be reached by August 2016.

Improvement description:

- Documented and mapped existing application review process.
- Created a single application.
- Created one workflow and single information source.

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- Automated parts of the workflow through an enterprise content management system, reducing the amount of data entry and use of paper forms.

Customer involvement: No customers have been involved to date, but may be included in future improvement efforts.

IV. Project Details:

Improved process as measured by: <i>(Click those that apply)</i>	Specific results achieved: <i>(Complete the narrative boxes below)</i>	Total Impact: <i>(Actuals; Current Reporting Period)</i>	Results status:						
<input checked="" type="checkbox"/> Time	<p>Decreased handling time from 40 minutes to 16 minutes; a 60% reduction.</p> <p style="text-align: center;"> Department of Health Waterworks Operator Certification Processing Time </p> <table border="1" style="margin-left: auto; margin-right: auto;"> <caption>Processing Time Data</caption> <thead> <tr> <th>Period</th> <th>Processing Time (Minutes)</th> </tr> </thead> <tbody> <tr> <td>Before</td> <td>40</td> </tr> <tr> <td>After</td> <td>16</td> </tr> </tbody> </table>	Period	Processing Time (Minutes)	Before	40	After	16	In progress	Preliminary
Period	Processing Time (Minutes)								
Before	40								
After	16								
<input checked="" type="checkbox"/> Quality	We believe we eliminated several potential sources of data entry error, rework, data integrity issues and improved the quality of information through central information storage and handling. We have not yet measured the impact of these changes.	In progress	Preliminary						
<input checked="" type="checkbox"/> Employee Engagement	Staff administering the certification program continue to recognize the improvements in their work. They are now using the workflow maps and lean tools to start planning improvements in other process areas.	In Progress	Preliminary						

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VI. Optional Visuals:

