

Team Results Book—First Edition

Another edition will be printed soon which will contain more results from more agencies.

To download all or any portion of this Results Book visit the OCSEA website at  
**[www.ocsea.org/quality](http://www.ocsea.org/quality)**

Program printed by:  
Ohio Department of Administrative Services

# **QStP**

**Quality Services through Partnership**

# **TEAM**

**in Ohio state government**

# **RESULTS**

**sharing team successes**

# **2002—2004**

**Produced by:**  
**The Ohio Quality Network**  
**Labor and Management working in partnership to help state government become more efficient, effective, and less costly.**

**OHIO QUALITY NETWORK MEMBERS**

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## About the Ohio Quality Network

The Ohio Quality Network is a group of labor and management quality coordinators who work within their agencies to preserve the quality initiative. Since 1993 when the QStP language was included in the collective bargaining agreement, this labor-management group has worked within their agencies to provide QStP training, assist in the development of teams, gather data about what is going on in the agencies and report out the agencies' successes. Many of the original members are still involved.

This group meets monthly to dialogue about where quality is going in their agencies and throughout the state. It is their desire to become a resource for anyone who wants more information about quality and support to become more engaged in quality in their agencies.

The Ohio Quality Network feels it is imperative to continue to recognize and reward state agencies and state employees for the contributions they are making to effective government in the state of Ohio.

If you are interested in getting more information about the Ohio Quality Network contact your agency's Union or Management Quality Coordinator.

# OHIO QUALITY NETWORK MEMBERS

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<b>Department Of Youth Services</b>	<b>Geno Natalucci-Persichetti Director</b>
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**The Crispies**

Marion Juvenile Correctional Facility (MAJCF)

*2002-2003 Pathways  
Gold Award*

**Team Members:** Nancy Ullery, Fred Todd, Mary Jo Ray, Charlene Niner, Brad Smith, Steve Willets, Chris Ward, John Connors

The Crispies Team was organized to improve the entire laundry process at MaJCF. The following items needed to be considered: intake clothing distribution, bagging vs. no bagging clothes, labeling of clothes, weekly linen collection, accountability, transport, scheduling, requesting and clothing replacement.

The team began brainstorming for possible solutions and surveying internal customer. Throughout the process the team randomly surveyed the youth customers for input. A draft laundry procedure was written and approval given to being a six week pilot on building #6. The team monitored the pilot implementation and continued data collection and random customer surveys. The results of the pilot proved that they were making progress in solving the laundry issues. The team continued to make changes and finalized the new laundry procedure.

Results achieved include:

1. Unit staff time working on laundry and laundry issues has decreased by 50%
2. Storeroom staff time in clothing area reduced from five days to two days.
3. Reduction of clothing purchases: pants-47%, t-shirts-56%, sweatshirts-13%.
4. Clothing accountability has increased.
5. Distribution time has decreased.
6. Lost clothing has decreased.
7. Customer satisfaction has increased.

<b>Auditor of State's Office</b>	<b>Betty Montgomery Auditor</b>
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**TRIP TEAM** (Travel Improvement Process)

*2002-2003 Pathways  
Silver Award*

**Team Members:** Kevin Ashley, Karen Bell, Johanna Gladman, Ruthann Sisk, and John Zancourides

The Auditor of State's Office is the chief inspector and supervisor of public offices. The Auditor's Office regularly conducts audits of approximately 5,000 units of state and local government. These audits are conducted by 630 auditors of the Audit Division. Actual travel costs in the Audit Division had been increasing on an average of 5 percent per year. A common complaint of the auditors is that they were driving too far to reach their audit sites. The mission of the TRIP team was to review the Audit Division's processes relating to travel in an effort to meet customer needs and requirements. Through interviews with the individuals responsible for scheduling auditors to audit assignments it was discovered that 1) there was no Division-wide scheduling process, 2) auditors felt they had little control over their assignments, 3) no measurable data existed regarding travel costs and miles driven, and 4) there were insufficient technical tools for managers to use to make better scheduling decisions.

The TRIP Team redesigned the entire travel/scheduling process. The new process uses a Schedule Process Calendar, including mapping software, so managers can compare auditor's residences with client sites. A Mileage Monitor Report was put into place giving managers the ability to identify travel costs by region and individual auditor.

Within the first year of implementation, the new process resulted in auditors having more input into their assignment and auditors traveling 500,000 fewer miles resulting in a cost savings of \$155,000. State agencies in Washington, Pennsylvania and New York have already contacted this office for information about implementing similar programs in their offices.

<b>Department of Administrative Services</b>	<b>Scott Johnson Director</b>
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**Blockcount = 0**

Tech Services Operations  
Team Contact: Virginia Dillon (614) 644-3826

**Team Members:** Aurelia Edwards, Craig Buckley, Dana Thompson, Tracy Ayers, Jay Arthur, Joe Kruthoff, Mike Price, Prem Srivastava, Susan Schultz. **Debbie Howell, Sponsor**  
**Facilitator:** Jeff Hodges

Problem:

Customers were paying for tape storage for tapes that did not contain data.

Improvement:

Team developed a process to monitor tapes with no data. Customers were educated on tape label formats and system requirements for tape labels. New process ensures the validity of the tape that is created with a blockcount of zero. Process defines Information Technology Service Delivery's and their customers roles and holds each party accountable for their part, improving the billing system.

Measurable Results:

Over 4,000 tapes needed to be dumped to verify data. Daily totals of 10 or more tapes are done, thus eliminating the backlog. Number of tapes created with an invalid blockcount of zero were reduced by 150. Customers are informed when this situation occurs and they can correct. Blockcounts are accurate and customers billed accordingly. There are 150 scratch tapes due to invalid blockcount zero tapes expiring.

Cost Savings:

Cost savings benefits the customers. The 150 tapes at a charge of \$1.55 for 12 months equals savings of \$2,790 annually.

Qualitative Results:

Staff and customers were educated on the reasons for tapes having no data or incorrect blockcounts. Customer programs were changed to ensure valid blockcounts. Tapes and staff are located in relative proximity of each other to ensure prompt tape mounts for customer satisfaction. Customers' billing was corrected.

<b>Bureau Of Workers' Compensation</b>	<b>James Conrad Director</b>
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**Workin' IT**

Canton Service Office  
For more information contact: Melanie Stanley

**Team Members:** Melanie Stanley, Fred Butler, Angela DeLillo, Lorrie Goodnight, Donna Lippert, Don Marshall  
**Facilitator:** Tracy Lindic, Leon Gerig

Process that was improved:

The research and evaluation of permanent total disability (PTD) claims.

Description of what the team did:

The team developed procedures for monitoring Permanent Total Disability recipients to determine their work capacity, to terminate inappropriate Permanent Total Disability benefits and to adjust the employers workers' compensation insurance premium accordingly.

Results:

The number of referrals will increase within the Canton Service Office based upon the use of the new Permanent Total Disability Letters. Our ability to proactively manage these claims by enhancing our information base, implementing specific procedures to analyze the additional information received and applying BWC rules and guidelines accordingly, as well as obtaining and updating current information in the file.

Cost Savings:

Still accumulating data to show specific costs associated with the use of the teams recommendations. This is a long process that involves Industrial Commission Hearings. Will update when feasible.

Qualitative Results:

The teams recommendations are a proactive approach to managing Permanent Total Disability Claims.

Other Measurable/Qualitative Results:

Once a file has been updated with the teams recommended workflows, it will be a more accurate reflection of the data in a claim and the annual review is then simplified.

<b>Bureau Of Workers' Compensation</b>	<b>James Conrad Director</b>
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**Twister Sisters “Stirrin’ It Up”**

Statewide

For more information contact: Angela Ball (330) 471-0193

Sponsor: Judy Brabb, Troy Ames

**Team Members:** Renee Johnson, Janet Wilks, Mary Wise-carver, Becky Schilling, Amy Bryant, Dianne Frabott, Shawn Bradley, Gwen Humes, Amy Hull, Angela Ball

Process that was improved:

The communication process by which self-insured employers and their injured workers are kept abreast of the status and pending issues of their workers’ compensation claims.

Description of what the team did:

The team created and implemented 7 new correspondences and an injured worker “tip sheet”, and recommended language changes to 12 existing correspondences, all of which are designed to educate specifically self-insured employers and their injured workers on how the Self-Insured claims process works.

Results:

Implementation of the team’s recommendations has decreased both the number of inquiries made to BWC regarding the Self-Insured claims process and the number of applications and medical documents incorrectly filed with BWC instead of directly with the self-insured employer as they should be. This has allowed BWC claims assistants more time to manage their caseloads.

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**Duplicative Tasks**

DAS and ODJFS

Team Leader: Gene Kyles (614) 466-5652

**Team Members:** from DAS: Mike Price, Sue Douglas, Fran Logan, Joanna Gorsuch, Dave Hayman, Don Smith. From ODJFS: Gene Kyles, Sandy Russell, Tillis Skronka, Bob Forrest, Val Jackson

**Facilitator:** Debbie Howell, Barcy McNeal

Problem:

These agencies exchange computer data tapes. Each agency listed, tracked, double checked, packed and unpacked approximately 100 tapes a day and transferred the tapes from one location to another through delivery services

Improvement:

By co-habitation of the two agencies, packing and unpacking were eliminated. Verifying methods were shared and backup coverage for extended pre- and post-processing was eliminated.

Measurable Results:

- Reduced steps from 38 to 26. Paperwork forms are no longer completed.
- Reduced operator time by 4.5 hours a day, Monday through Friday, and one hour on weekends.
- Reduced amount of work being done in certain time frames.
- Reduced special deliveries to ODJFS by ODN operators.
- Reduced time lost fixing errors. Now each person can talk directly and fix immediately rather than awaiting delivery hours.

Cost Savings:

\$19,326.68 annually. 5.5 hours of operator time per week plus cost of out sheets = \$71.50

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### Helpdesk QStP Team

CSD Operations

Team Leader: Michael Phillips (614) 995-1899

**Team Members:** Richard Holycross, Greg Keith, Sharon Roche, Michael Phillips

**Facilitator:** Debbie Howell

#### Problem:

Help Desk had multiple terminals to view by operations when responding to customer calls. Troubleshooting was a challenge.

#### Improvement:

Improved the reliability of software so Help Desk operations using PCs could help customers more quickly.

#### Measurable Results:

- Reduced call time frames from 15 minutes a call to 10 minutes.
- Reduced number of terminals on Help Desk from 36 to 28.

#### Cost Savings:

\$2,400 annually. Maintenance on eight terminals is no longer needed.

#### Qualitative Results:

Prevented problems by centralizing data so operators can access one terminal rather than three.

#### Other Measurable/Qualitative Results:

Training evaluation found improvement in employee morale levels.

<b>Bureau Of Workers' Compensation</b>	<b>James Conrad Director</b>
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### The Sub-ways

Central Office Legal Operations

For more information contact: Ellen Wentzel (614) 466-0501

Sponsor: Tom Sico

**Team Members:** Gene Caddes, Joyce Childers, Purobi Deb, Glenn Fette, Sharon Price, Howard Sanders, Roseann Sharp, Dave Sites, Kim Toler—Pittman, Dan Wagner, Ellen Wentzel, Linda Wycuff

**Facilitator:** Mark Schmidbauer, Jerri Turner

#### Process that was improved:

The Subrogation process, or the process by which BWC seeks to recover the cost of benefits paid to or on behalf of an injured worker from a third party or person.

#### Description of what the team did:

In order to comply with a new state statute regarding subrogation, the team developed and modified procedures and various forms and correspondences for the negotiation and collection of subrogation monies in order to maximize the settlements awarded to BWC as the result of subrogation.

#### Results:

As a result of BWC's implementing the team's recommendations, the Bureau is now compliant with state statute regarding subrogation, procedures developed by the team are used state-wide ensuring consistency among all service offices, and BWC is taking full advantage of the new statute to maximize settlement awards.

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### **Speedy Gone Audits**

Central Office—Risk

For more information contact: Stephanie Robson (614) 466-3680

Sponsor: Sandy Blunt, John Romig

**Team Members:** Ralph Jurecki, Belinda Smith, Dan Young, Don Alexander, Donna Hubbard, Stephanie Robson

**Facilitator:** Toni Rosner

#### Process that was improved:

The process by which completed employer premium audits are posted to the BWC internet web site.

#### Description of what the team did:

The team made recommendations that required auditors to drop the electronic audits directly to the reviewers by close of the following business day; required a zero inventory in the audit review department; processed audit adjustments within the review unit (as opposed to sending to another department); and identified specific classifications that could bypass the review process.

#### Results:

By implementing these recommendations, the BWC Risk Department was able to decrease the audit processing/posting time by approximately 32 days. The lag time has gone from an average of 39.4 days to 6.3 days.

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### **Innies & Outies**

CSD—ODN—Operations

Team Leader: Barb Thomas (614) 995-3758

**Team Members:** Randy Smith, Tracy Ayers, Linda Adkins, Prem Srivastava, Barb Thomas. Sponsors: **Deb Howell and Sue Schultz**

**Facilitator:** Aurelia Edwards, Jeff Hodges

#### Problem:

Tape processing tasks were done by multiple work sections with no section solely responsible. Tape locations are critical to meeting customer windows for job processing. An error rate of less than one percent is mandatory. Unfortunately errors occur daily.

#### Improvement:

Team created step-by-step procedures, developed and implemented a training program; adopted one-call follow-through, established a policy for all tape calls for all staff on all shifts.

#### Measurable Results:

- Simplified the process from 20 steps to 15.
- Reduced processing time from 15 minutes to 5 minutes per call.
- Minimized errors from three a day to twice a week.
- Reduced backlog of lost tapes from 200 to 2.

#### Cost Savings:

\$2,496 annually. Two operators averaged two hours a week locating lost tapes @ \$12 an hour.

#### Qualitative Results:

Prevented problems: improved procedures were even shared with customers to streamline their processing.

Other Measurable/Qualitative Results: see above

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**Internal Security Review Team**

Team Leader: Julie Tracker (614)  
466-6511

*2002-2003 Pathways  
Bronze Award*

**Team Members:** Linda Arbuiso, James Austin, Katrina Flory, Steve Gray, Dennis McCauley, Joseph McKelvey, Molly O'Reilly, Stephanie Sommer, Julie Trackler, Karl Tresselt

**Facilitator:** Barcy McNeal

Problem:

Following September 11 DAS determined it did not possess a formal security program for its employees. The DAS Internal Security Review Team was created to review existing procedures and develop a formal program for the department and the DAS employees.

Improvement:

The team produced procedures, strategies and an implementation plan that has enabled DAS employees to attain a higher awareness regarding safety and security procedures in the workplace. DAS employees are now positioned to react and respond in a coordinated, responsive manner.

Simplifying the process:

DAS employees know where to call to receive direction in the event of an emergency, even during non-working hours.

Reducing process time:

The team established a semi-annual maintenance process in which managers will review a pre-established list of security-related issues to prepare for the spring and fall trainings of their employees.

Cost Savings:

This team collectively dedicated 565 hours, representing approximately \$17,500, to the creation and execution of this program, thereby saving costs for each agency that adopts/adapts the program. (To date, 11 agencies have requested the DAS information for use thereby estimating the savings to the state at approximately \$192,500.)

<b>Bureau Of Workers' Compensation</b>	<b>James Conrad Director</b>
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**Sparky Hampstead**

Cleveland Service Office

For more information contact: Bob Swietyniowski (216) 787-4070

Sponsor: Ralph Jurecki

**Team Members:** Joe Karasek, Russ Kmiotek, Mike Nowak, Bob Swietyniowski, Patty Deighton

**Facilitator:** Bernadette Delgado, Donna Hunt

Process that was improved:

Assignment of proper manual classification for claims filed against temporary agencies and professional employer organizations.

Description of what the team did:

Team developed a reminder card for Claims Specialists to use in order to accurately assign manual classification numbers when processing new claims.

Results:

With the use of the reminder card, percentage of errors have decreased to less than 10%.

<b>Bureau Of Workers' Compensation</b>	<b>James Conrad Director</b>
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### The Resolvers

Mansfield Service Office

For more information contact: Cynthia Finley (419) 529-7670

Sponsor: Gerald Laymon

**Team Members:** Cindy Finley, Deby Pancoast, Deb Adkinson, Brenda Badgley, Elaine Frisk

**Facilitator:** Annette Reed, Tracy Lindic

#### Process that was improved:

The process for bringing difficult (i.e. hard to resolve) workers' compensation claims to resolution.

#### Description of what the team did:

The team developed a web tool (i.e. frequently asked questions page), strategies for resolving difficult claims issues and an electronic folder accessible to the entire office that contains up-to-date information regarding specifics to the claim.

#### Results:

Feedback from customer surveys indicate that the staff has improved communication within their service office by increasing the sharing of more accurate information on claims issues.

<b>Department of Administrative Services</b>	<b>Scott Johnson Director</b>
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### ODN Ficherman

CSD—ODN—Operations

Team Leader: Sue Schultz (614) 752-6648

**Team Members:** Fran Logan, Susan Schultz, Prem Srivastava, William Smith, Paul Whitt, **Deborah Howell, Sponsor**

#### Problem:

Several inventory and history files are either kept on fiche or online. Locating fiche copies is more cumbersome and time-consuming. Online files can be instantly accessed.

#### Improvement:

Online copies were found to be a better choice for storage of data files, so they can be accessed quickly. The redundant microfiche copy was eliminated.

#### Measurable Results:

- Simplified the process by reducing the duplication of work, eliminating unused microfiche. Each month the count went from 3,832 fiche to zero.
- Saved 15 minutes, 5 days a week (13 hours a years \* \$16 an hour = \$208.)
- Reduced filing space from ten fiche storage boxes to two.

#### Cost Savings:

\$35,787.52. Saved \$35,579.52 annually on fiche, plus \$208 in operator time.

#### Qualitative Results:

Updated the process to have a more cost effective way to store archived data.

Eliminated redundant data storage.

#### Other Measurable/Qualitative Results:

Implemented a more efficient way of accessing the data online.

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**P.I.R.T.**

CSD—ODN—Operations

Team Leader: Deborah Howell (614) 644-0760

**Team Members:** Dave Stephens (DAS-CSD Business Office), Deborah Howell, Ginny Dillon, Lyn St. Clair, Jeff Hodges, Barb McElroy (DAS-CSD-ODN Operations)

**Facilitator:** Barcy McNeal

Problem:

Public Inquiry Request Tracking (PIRT) customers were requesting data files on unavailable media technology, and ODN was offering data on outdated media... all data provided was at a loss to the state.

Improvement:

Data is now offered on state-of-the-art media to meet customers' skill levels and needs, while minimizing the costs and using improved accounting methods.

Measurable Results:

- Simplified the process by having one person responsible for system processing work and another for the customer/clerical work.
- Reduced clerical backlog by 20 orders and eliminating the backlog.
- Reduced processing time from three weeks to ten days.

Cost Savings:

- Twenty order backlog eliminated. 20 @ 1.5 hour average = 30 hours \* \$21.00 = \$630 savings, annually.

Qualitative Results:

- By adjusting fees to meet legal requirements, the possibility of legal issues and/or liability was eliminated.

<b>Bureau Of Workers' Compensation</b>	<b>James Conrad Director</b>
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**Replacers**

Youngstown Service Office

For more information contact: Joe Reyes (330) 797-5028 or Diane Rodgers (330) 797-5511

Sponsor: Diane Rodgers

**Team Members:** Sandy Gallo, Bobbi Howard, Nancy Popovich, Laura Morway, Joe Reyes, Linda Shipsky

**Facilitator:** Lynn Williams, Donna Hunt

Process that was improved:

Front Desk coverage without pulling Claims Assistants from work area; training for Claims Specialists for front desk duties.

Description of what the team did:

Team created a rotation schedule; a reference guide (that included front desk duties); solicited assistance from clerks, Claims Assistants and Claims Specialists to cover front desk; ensured that all Claims Specialists were trained in front desk coverage expectations, as well as offered an orientation class for services that are provided to Legal Representatives.

Results:

Improved internal/external customer service by providing adequate all-day, as well as lunch and break periods front desk coverage. Staff is now informed of front desk coverage assignment, and also are more familiar with duties related to the front desk along with knowing the location of vital information, (e.g. Threat Policy, emergency numbers).

<b>Bureau Of Workers' Compensation</b>	<b>James Conrad Director</b>
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**Rehab Link**

Mansfield Service Office  
 For more information contact: Suzanne Ballengee (419) 529-7621  
 Sponsor: Tony Guarnera

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**Team Members:** Suzanne Ballengee, Carol Boarts, Sheryl Pryor, Jeff Berman (MMD Consulting Inc.), Pat Murphy (Integrated Benefits Mgt.), Amy Fox (Careworks), Gloria Mosure (Dailey & Assoc.), Marcia Reed (VocWorks), Dawn Saddler (Concentra Integrated Services), Courtney Cole (CompMgt Health Systems), Heather Davis (Health Management Solutions), Polly Dixon (Health Management Solutions)  
**Facilitator:** Tracy Lindic

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Process that was improved:  
 The coordination of the vocational rehabilitation planning process.

Description of what the team did:  
 The team developed workflows that ensured appropriate and timely staffings (discussions) between the claims service specialist, disability management coordinator and vocational case manager.

Results:  
 The team created a consistent workflow to communicate claims information to all parties regarding the rehabilitation referral which allows the most beneficial rehabilitation plans to be developed with a return-to-work goal in mind.

<b>Department of Administrative Services</b>	<b>Scott Johnson Director</b>
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**Posts Its**

CSD—ODN—  
 Team Leader: Jeff Hodges (614) 728-4168

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**Team Members:** Aurelia Edwards, Linda Adkins, Jeff Hodges.  
**Facilitator:** Jeff Hodges

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Problem:  
 Information was not being communicated to the entire staff.

Improvement:  
 Bulletin boards, dry erase boards, and in/out boards were mounted in all three sections of Production. Boards were mounted in an area that was easily accessible to all employees.

Measurable Results:

- Saving 1950 hours of employee time annually.

Cost Savings:

- Annual savings of \$35,100. Because centralized shift turnover is no longer needed, a 15 minute start of shift idle time was stopped.
- (30 employees at 15 minutes per day = 450 minutes a day times 5 days/week = 2,250 minutes a week times 52 weeks a year = 117,000 minutes = 1950 hours per year times average salary of \$18 per hour = \$35,100.)

Qualitative Results:

- Improvement has helped prevent problems. With information posted in each area, all employees have updates at the same time.

Other Measurable/Qualitative Results:

- Since the centralized shift turnover is no longer needed, a 15 minute start-of-shift idle time was stopped. Workers can report to their work area, read updates and begin their work. Better use of time.

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**PPS Finders Keepers**

Computer Services Division  
Team Leader: Andrea Payne (614) 995-0060

**Team Members:** Leonard Iannarino, Annie Kanu, Hope Powers, Don Kelley, Roger Smith  
**Facilitator:** Vickie Rumery, Sandra Hughes

Problem:

Everyone was processing orders differently. Some were received incorrectly, credit card logs weren't accurate, orders were not received that were paid for, orders were received with no paperwork.

Improvement:

Procedure was reviewed and recommendations were made to change the online form, verify orders, train personnel, and distribute procedures at the department level.

Measurable Results:

- Process was simplified: combine three sets of instructions into one.
- Errors were reduced by 50%. By having only the eight people who receive reports responsible for the process (rather than the 300 who order) the error rate dropped dramatically.
- Processing errors returned for corrections reduced from 13 percent to five percent.

Cost Savings:

Can be calculated in terms of time-savings for employees.

Qualitative Results:

By having everyone trained in the same procedures allows problems to be prevented.

Other Measurable/Qualitative Results:

Employees who work in the business office can spend time more wisely since they don't have to return incomplete or inaccurate reports.

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**Permanent Partial Patties**

Zanesville Service Office  
For more information contact: Marti Staley (740) 450-5200  
Sponsor: Julie Phillips

**Team Members:** Heather Hupp, Mary Wisecarver, Marti Staley, Neva King, Penny Matheny, Sherry Woodburs  
**Facilitator:** Lori Boice

Process that was improved:

The process whereby C92/C92A Application (an application for permanent partial impairment) medical information packets are created.

Description of what the team did:

The team made recommendations suggesting that medical packets be created and sent to the claims service specialist electronically thus eliminating the need to create, reproduce and deliver them manually.

Results:

The team's recommended workflow decreased the claims service specialists' work lists and has reduced their backlog, thereby saving considerable administrative time associated with the processing of permanent partial impairment claims.

<b>Bureau Of Workers' Compensation</b>	<b>James Conrad Director</b>
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### **Lightfiner 5 Minus 2**

Cleveland Metro Service Offices

For more information contact: Garry Paul (216) 584-0283

Sponsor: Therese Gallagher, David Godenswager, Sheilah Hampton, Fred Schnitzspahn, Randy Ferguson

**Team Members:** Bernadette Campbell, Kathy Fischer, Chuck Goellnitz, Ralph Jurecki, Gary Loschelder, Peter Parfejewiec, Garry Paul, Jill Polly

**Facilitator:** Greg Love, Donna Hunt

#### Process that was improved:

The Data Warehouse request process was improved by increasing awareness of types of report(s) available and ease of use for internal customers.

#### Description of what the team did:

Team used QStP principals and tools to study the existing Data Warehouse request process. Team created a one-stop-shop with easy access that includes example of reports that can be requested, and step-by-step instructions on what is required to run a requested report, as well as instructions on how report (s) will be able to be retrieved and turn around time to receive report(s).

#### Results:

Created an on-line manual that provides a list of reports available and examples of each and set-up procedures for requesting reports and delivery of same. Internal customer service improved by reducing time spent in processing reports that were not needed.

<b>Department of Administrative Services</b>	<b>Scott Johnson Director</b>
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### **SAO Collage**

GSD State Architect's Office

Team Leader: Jolene Whaley (614) 644-7268

**Team Members:** Roger Booker, Rick Axline, Tom Poulton, Keith Wagenknecht, Angie Carder, Jolene Whaley, Kathy Steward, Bruce Curtis, Fred Holcomb, Tom Kovacs

**Facilitator:** Angie Carder

#### Problem:

Due to changes in SAO business and updates to processes, many customers were unable to efficiently work with the office.

#### Improvement:

- By educating clients, SAO was able to streamline the time required to process many functions. Costly litigation and delays in payments are now able to be avoided.

#### Measurable Results:

- Reduced rejected bid packets and trained customers on proper procedures.
- Reduced time to process payments and trained customers on necessary documentation to support payments.
- Reduced litigations as customers are now trained to comply with SAO requirements.
- Implemented aggressive alternative dispute resolution techniques to resolve problems immediately without advancing through the legal process.

#### Cost Savings:

- Reduction in litigation due to implementing aggressive scheduling techniques and alternative dispute resolution.

#### Qualitative Results:

- Created new version of SAO College which provides a great resource for clients. Will reproduce annually.

<b>Department of Administrative Services</b>	<b>Scott Johnson Director</b>
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**Telecom Esthetics Committee**

CSD Telecommunications  
Team Leader: R. Denise Freshly (614) 466-6060

**Team Members:** Linda Arbuiso, R. Denise Freshly, Sandy Posey, Roger Smith, Pat Whyte, Scott Gaughan, **Sponsor Tim Steiner**

Problem:

Video-conferencing has grown and now serves many state agencies. Work groups are not always positioned together or in a logical workflow. There is a shortage of space and no room when vacant positions are filled.

Improvement:

The video-conferencing room was expanded and improved. Lighting was increased and new tables were added. Room now seats 5 to 10 persons. A large screen monitor was installed for better viewing, and a printable white board gives customers the opportunity to print notes. Additionally, the equipment storage room was expanded.

Measurable Results:

- Use to train 25 in a session, now can do 40 at a time therefore the number of classes has been cut in half.
- The new system allows those responsible to set up administration rights; the customers can now set up their own voice mail boxes and run their own reports whenever they want. Used to be done monthly.

Cost Savings:

Between \$5,000 and \$10,000 is being saved annually based upon the fewer number of trainings needed.

Qualitative Results:

Moving work groups together assisted in improving communication and morale.

<b>Bureau Of Workers' Compensation</b>	<b>James Conrad Director</b>
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**KIS (Keep It Simple)**

Mansfield Service Office  
For more information contact: Kevin Quinn (419) 529-7601  
Sponsor: Cindy Finley

**Team Members:** Kevin Quinn, Enid Reis, Sheryl Pryor, Tony Guarnera

**Facilitator:** Tracy Lindic

Process that was improved:

The team developed a user friendly template to define guidelines regarding action plans which are defined by BWC as a documented step-by-step plan used by a claims team to track issues and to monitor and manage the progress of claims.

Description of what the team did:

Prior to the recommendations the team reviewed 20 claims to determine current use of Action Plans within the Mansfield Service Office, 65% of those claims did not have an action plan. After 90 days, a review of 29 claims determined a 16% increase in the use of action plan template.

Results:

The recommendations from the KIS team have given our external and internal customers the ability to view consistent action plan notes to obtain the most current data regarding injured worker claim information.

<b>Bureau Of Workers' Compensation</b>	<b>James Conrad Director</b>
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### **I Got Your Diary**

Richmond Heights Service Office

For more information contact: Pat Connors (216) 584-0128

Sponsor: Rasa Chambers

**Team Members:** David Beatty, Patrick Connors, Andrea Land, Robert Means, Irena Strancar

**Facilitator:** Jacqueline Tyler, Donna Hunt

#### Process that was improved:

Communication to Claims Specialists to inform them of claims with outstanding applications that have been assigned to the C92 (permanent partial disability) team.

#### Description of what the team did:

Obtained Data Warehouse printouts identifying all claims with outstanding applications assigned to C92; C92 Claims Specialists review outstanding applications and determine if they can address the issue; if not, the claim is reassigned back to the Lost Time Claims Specialists; reassigned claims are processed by the Lost Time Claims Specialists according to BWC guidelines; and processing of applications, Lost Time Claims Specialists forwards claim back to the C92 Claims Specialists.

#### Results:

As a result of implementing the above, lag time for processing of outstanding applications was reduced from 71.65 days on average to 20.85 days on average.

<b>Department of Administrative Services</b>	<b>Scott Johnson Director</b>
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### **“We’ll Show You the Money”**

ASD-Office of Finance & GSD—Business Office

Team Leader: Mila Garcia (614) 728-2004

**Team Members:** DAS-ASD: Peter Coccia, Mila Garcia, John Yoho, Steve VanVelzer, Dana Kilgore; DAS GSD: Mary Heckman, Eric Algoe.

#### Problem:

Annual State-Wide Cost Allocation Plan (SWCAP) financial reporting was performed in an Excel-based application that involved thousands of records and multiple sheets of interlinked data. Processing of data consumed review time rather than analysis.

#### Improvement:

Access Database programming automated many of the manual processing tasks which were very time consuming and has allowed the user to shift to a more analytical review. System data checks have been built in to reduce or eliminate errors.

#### Cost Savings:

- Automation has saved a minimum of two weeks of Internal Audit resources, and four weeks of GSD resources which is a cost savings of approximately \$10,000 annually.
- Saves an estimated 50% of man-hours needed for file set up and review.

#### Qualitative Results:

- Users are now able to focus their attention on exception reporting rather than reviewing the entire population.
- The database system includes programmed subtotals and grand totals which eliminates data integrity issues.

#### Other Measurable/Qualitative Results:

By automating most of cosmetic formatting, sorting, subtotals and listing exceptions, Internal Audit and the divisions are able to focus their time on analytical reviews of financial data rather than processing.

<b>Environmental Protection Agency</b>	<b>Christopher Jones Director</b>
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**Website Redevelopment and Design**

All Ohio EPA  
 Sponsor: Christopher Jones, Pat Madigan  
 For more information contact: Cathryn Grote (614) 644-2160

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**Team Members:** All Ohio EPA Webmasters, Internet Design and Redevelopment Team

Process Improved:

Public information/communications through redesign of Agency Web site.

The majority of Ohio EPA's Web site is produced by staff members whose primary responsibilities do not include web duties. Many staff members have only four hours a pay period to spend on all Web-related needs. In addition, there was no oversight of the content being presented to Web users. As a result, the agencies Web site design, content and organization was inconsistent and often haphazard. In order to address this, a group of staff researched and designed a new standard layout and developed organizational and content requirements for all Agency pages. The Public Interest Center also created a new management position within their Print and Electronic Communications section. Duties of this position include coordination of all Agency Webmasters, development and maintenance of main Agency Web pages and ensuring consistency and conformance on all Web pages.

Results

All Agency Web pages now follow the same format, creating cohesion and a better sense of identity. Users have reported they are better able to find information on the site as a result. Problems or needed changes are identified and corrected quickly through coordination with each individual Webmaster.

<b>Bureau Of Workers' Compensation</b>	<b>James Conrad Director</b>
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**"How-To" Finders**

Canton Service Office  
 For more information contact: Syd Simpson (419) 529-7671  
 Sponsor: Tony Guarnera

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**Team Members:** Daneen Kindt, Annette Reed, Myrna Simons, Syd Simpson  
**Facilitator:** Pat Noe

Process that was improved:

The claim information research/retrieval process.

Description of what the team did:

The "How-To" Finders provided a centrally located system to reduce time the claims service specialists spent researching claim information.

Results:

The "How-To" Finders reduced the time spent researching claims information to 1-3 minutes thereby increasing customer satisfaction by 75% (8 on a scale of 1-10). thereby increasing productivity and customer service.

<b>Bureau Of Workers' Compensation</b>	<b>James Conrad Director</b>
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**Hide n' Seek**

Mansfield Service Office  
 For more information contact: Marti Staley (740) 450-5200  
 Sponsor: Tony Guarnerra

**Team Members:** Annette Reed, Anita Fanello, Suzanne Ballengee, Lisa Troupe  
**Facilitator:** Pat Noe

Process that was improved:

The process of bringing suspended (dormant due to various circumstances) claims involving permanent partial disability to resolution.

Description of what the team did:

The team created a new workflow that includes a list of user friendly resources. These resources assist the customer service specialist in bringing the permanent partial application process to resolution.

Results:

The team's recommended workflow decreased the claims service specialists work lists and reduced their backlog of permanent partial applications that were in a suspended status.

<b>Environmental Protection Agency</b>	<b>Christopher Jones Director</b>
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**Application Process Improvement Team**

Air Pollution Control  
 For more information contact: Linda Ours (614) 644-4833  
 Sponsor: Bob Hodanbosi, Division Chief and Cindy DeWulf, Asst. Chief

**Team Members:** Glen Greenwood, Ralph Witte, Jim Pellegrino, Fred Kramer, Rick Carleski, Mike Ahern, David Barclift, Zach Hamlin, Jim Carney, Michael Ebner, Pat Shriver, Kurt Smith, Amy O'Reilly

Process that was improved:

The permit to install application process for air emissions sources was improved through significant revisions to the application, instructions and emissions activity category forms.

This team evaluated the permit application for possible improvements and implemented those changes. The team also redesigned the accompanying instructions and forty-five emissions activity category (EAC) forms. The team eliminated those questions and data that were redundant and/or not required and added questions that were truly useful. The team re-worded the application and forms to be easier to understand and more user friendly. The new PTI application and EAC forms went into production in the last quarter of 2003.

Results:

By putting these improved forms into production, DPAC and the regulated community benefit by reducing the amount of time spent between the agency and applicant to gather further information, clarify needs and explain terms. Improvement of these frequently used and often complicated forms increases applicant confidence in quality services from the Ohio EPA.

<b>Environmental Protection Agency</b>	<b>Christopher Jones Director</b>
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<b>Bureau Of Workers' Compensation</b>	<b>James Conrad Director</b>
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**CDO Excellence Support Team (EST)**

Central District Office  
 Sponsors: Craig Bulter, Acting CDO Chief  
 For more information contact: Debbie Strayton (614) 728-3778

**Team Members:** Mark Boden, Bruce Coleman, Mark Hartman, Jeff Lewis, Kirk Nofzinger, Kim Reinbold, Oleta Scott, Debbie Strayton

Process that was improved: What's Bugging You?

The CDO EST learned through the Ohio EPA employee satisfaction survey that many CDO employees did not feel that their work environment enabled them to be as productive as they could be. The EST conducted "What's Bugging You" sessions with each program to identify issues of concern. All issues were accepted and no effort was made to screen out particular types of issues. The EST received 149 issues. These issues ranged from simple housekeeping issues to more complex personnel and programmatic issues. The EST followed up on all of the issues and facilitated responses to them. The EST decided to hold future "What's Bugging You" sessions on a regular basis and to continue to seek resolution to all unresolved issues.

Results:

About 65% of the 149 issues were addressed. Many of the remaining items were out of the district's control and could not be addressed by the district or could not be addressed at this time.

Close-out discussions with the programs indicated that staff liked the "What's Bugging You" process and would like to see it continue on some regular basis.

**Excelerators**

Independence Service Office  
 For more information contact: Cassandra Chapman (216) 584-0236

**Team Members:** Leasie Abiola, Cassandra Chapman, Janice Patrick, Jill Polly, Ray Vargas  
**Facilitator:** Donna Hunt

Process that was improved:

The process of gathering evidence to support an overpayment decision. The original process was taking Claims Specialists from 30 minutes to 2 hours to complete.

Description of what the team did:

Team created a user friendly overpayment worksheet that once required fields are completed, other fields are then populated with correct information. Team's recommendations were implemented throughout all BWC offices.

Results:

As a result of this worksheet, processing/completion time was reduced from between 30 minutes and 2 hours to an average completion time of 2 to 5 minutes.

<b>Bureau Of Workers' Compensation</b>	<b>James Conrad Director</b>
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**DolFriends**

Cincinnati Service Office

For more information contact: Regina Stallings (513) 361-8320

Sponsor: Joyce Moore

**Team Members:** Cindy Anderson, Julia Collier, Mary Jo Eyink, Serena Holmlund, Steve Moore, Yvette Smolinski, Regina Stallings, Kim Williams, Robert McCorkle

**Facilitator:** Sheri Dimmerman, Mike Igney

.Process that was improved:

Our goal was to improve external customer service by increasing the customers' usage and benefit awareness of Dolphin, our BWC online website, through training and education.

Description of what the team did:

The team created a training session using Power Point graphics along with instructions from team members to guide them through Dolphin. Immediately following the training, attendees were invited to use Dolphin, our BWC website, in order to allow them invaluable "hands-on" training. We provided each participant a training manual for use at their office.

Results:

The first hands-on presentation was held on 12-04-2003. We had excellent participation from the attendees. After the training we had hands-on computer availability for online training. All surveys were returned with positive results. Positive compliments were also given by the participants as they left the presentation. We now have other External Customers requesting training.

<b>Environmental Protection Agency</b>	<b>Christopher Jones Director</b>
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Team Name: None

Office of Fiscal Administration/Office of Information Technology Services

Sponsor: Chris Geyer, Chief

**Team Members:** Don Pauley, Frank Iezzi, Denise Nutt, Steven Snyder, Donna Waggener

Process that was improved:

Improved reporting of current and prior year fiscal information.

The team obtained a copy of the Department of Mental Health (DOH) source code and protocol for downloading Central Accounting System data onto an agency server. The code was successfully installed at Ohio EPA. Tables were established on the Ohio EPA server and CAS data is now being downloaded daily. Power builder code from DMH was also copied and successfully installed. This provided a number of reports that can be used to view the CAS data. The team also used Crystal Reports and EXCEL query to create customized CAS based reports with current and prior year fiscal information.

Results:

Fiscal staff at the agency now has access to past and present CAS data that was not previously available at Ohio EPA. This includes MBE disbursements by federal grant, up to date disbursements by reporting category, and grant disbursements and revenues for user selected time periods.

<b>Environmental Protection Agency</b>	<b>Christopher Jones Director</b>
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Team Name: None  
Hazardous Waste Management  
For more information contact: Pamela Allen (614) 644-2980

**Team Members:** Paula Canter, Tammy Hiffelfinger, Pamela Allen

Process that was improved:

We wanted to save the Agency money on postage and printing costs for the Annual Hazardous Waste Report program.

Improvement:

We used e-mail and our Web page for "distributing" Annual Hazardous Waste Report Instructions and Forms.

We did not have to mail Forms and Instructions to over 400 report filers. We saved on printing costs for the instructions and forms, and we reduced the postage and labor costs associated with the mass mailing.

Cost Savings:

We saved over \$3000 in postage, printing and labor costs.

Qualitative Results:

We've increased customer satisfaction by using e-mail to keep the regulated universe up to date on relevant issues. We were also able to use our time more wisely. By not having to stuff as many envelopes we were able to dedicate more time to reviewing and editing the reports.

Other Measurable/Qualitative Results:

We've increased customer satisfaction by using e-mail to keep the regulated universe up to date on relevant issues.

<b>Bureau Of Workers' Compensation</b>	<b>James Conrad Director</b>
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**Cha-Ching**

Dayton Service Office  
For more information contact: Deborah Flint (937) 264-5095  
Sponsor: Judy Baker

**Team Members:** Pamela Moore, Deborah Flint, David Oty, Polly Petrey, Sheronica Smith, Deb Wilson  
**Facilitator:** Sandra Bernard, Leann Dalton

Process that was improved:

The Internal processing of payment for copy requests by consolidating current workflows to one central collection point and eliminating processing time and multiple handling of requests and payments.

Description of what the team did:

Developed a workflow for Copy Billing Collections and developed a letter to send customers for Billing/Copier Charge Account Set-Up. They included instructions for copy requests received through the front counter or by the Claims Service Specialist.

Results:

Customers have set up accounts with direct billing. A monthly reports goes out to our copy requestors. Customers are no longer sending the checks to the BWC Service Office. Receipt of checks has declined from 10 a month to only one check received by the Service office this year. The team is able to respond to the copy requests within 2 weeks from date of request.

<b>Bureau Of Workers' Compensation</b>	<b>James Conrad Director</b>
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**Bin Busters**

Mansfield Service Office  
 For more information contact: Jo Nikolaus (419) 529-7668  
 Sponsor: Cindy Finley

**Team Members:** Beth Lang, Marie Davis, Jo Nikolaus, Deb Ha-  
 baugh

**Facilitator:** Tony Guarnera

Process that was improved:  
 Service Office mail distribution.

Description of what the team did:  
 The Bin Busters team changed the order of and relabeled their twelve mail bins to improve the accuracy of mail distribution and reduce the incidents of re-sorting and redistribution of mail within the Mansfield Service Office.

Results:  
 The new set of mail distribution procedures has reduced the error rate of misplaced mail and has allowed the File Room staff to focus on tasks other than resorting and redirecting mail.

<b>Environmental Protection Agency</b>	<b>Christopher Jones Director</b>
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Team Name: None  
 Legal Services and Information Technology Services  
 For more information contact: Miles Davidson (614) 644-3037

**Team Members:** Ed Tormey, Chief, Office of Legal Services; Miles Davidson, Office Manager, Office of Legal Services; June Covert, Legal Secretary, Office of Legal Services; Mary Jackson, Legal Secretary, Office of Legal Services; Mark Miller, Information Technology Services; and Skip Holler, Information Technology Services

Process that was improved:  
 Providing access to the Weekly Review through Ohio EPA's website.

The Weekly Review is a weekly publication which reports all agency actions and decisions rendered by the Director of Ohio EPA. The Weekly Review is published in hardcopy form and is distributed to those persons who subscribe to the service. Two years ago, an effort was made to publish the Weekly Review in an electronic format and make it accessible through the Ohio EPA's website. Under the electronic format, those divisions and/or offices within the Ohio EPA and the Environmental Review Appeals Commission submit legal/public notices and docket information in an electronic form (e.g., WordPerfect). The information is then published and placed on the agency website each Friday afternoon. An archive of all agency actions is also kept electronically.

Results:  
 As a result of providing an electronic version of the Weekly Review, the costs associated with its publication decreased by nearly 43%. Prior to the electronic version of the Weekly Review, Ohio EPA had a list of up to 250 subscribers. Annual expenses to publish the Weekly Review averaged between \$35,000 and \$40,000 a year. However, by law, the fees from the Weekly Review are specifically earmarked for the general revenue fund. Therefore, the costs associated with publishing the Weekly Review are not offset by subscription fees.

Today, the costs associated with publishing the hardcopy Weekly Review averages between \$10,000 and \$17,000 a year. Ohio EPA has saved between \$20,000 and \$25,000 a year in expenses.

<b>Environmental Protection Agency</b>	<b>Christopher Jones Director</b>
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**Motor Pool Team**

For more information contact: Michael Case (614) 644-3053

**Team Members:** Michael Case, Carol Hester, Donna Waggener, Bruce Coleman, Jim Ottarson, Jeff Deshon, Bob Hodanbosi, Joe Koncelik

Process that was improved:

Operating efficiency of the agency motor pool.

Description of what the team did: Analyzed every trip taken with motor pool vehicles, for the past year, to determine the daily usage of each vehicle. Determined maximum usage and non-usage days and thus determined a reduction of vehicles for each location which would not impair the needs of the employees.

Results:

Reduced the number of state vehicles by 43 thus reducing replacement expenditures by over \$700,000.

<b>Bureau Of Workers' Compensation</b>	<b>James Conrad Director</b>
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**AWOL (Another Warrant On the Loose)**

Warren Service Office, Claims

For more information contact: Cindy Ferrall (330) 306-4100

Sponsor: Sandy Bettura, Ken Mason

**Team Members:** Jamie Bucci, Cindy Ferrall, Stephanie Laphear, Perry Phiel, Meg Powers

**Facilitator:** Anelina Rosasco, Donna Hunt

Process that was improved:

The workflow that addressed injured workers' non-responsiveness to the Annual Permanent Total Disability (PTD) contact letter.

Description of what the team did:

Team developed and implemented a consistent workflow to assist Claims Specialists in handling injured workers who have not responded to the Permanent Total Disability annual letter in the expected timeframe.

Results:

Letters sent out that did not have a timely response were re-researched for possible fraudulent activity, prior to being sent as a referral to the Fraud Department. During the pilot period, using the new workflow: 16 cases were referred, 8 of those were completed, and of those eight, 2 referrals netted a savings of \$119,423.85. With this workflow, BWC can recognize future monetary savings by identifying/verifying: 1) date of death, 2) over use of drugs and 3) location of employment; which helps to minimize future Permanent Total Disability payments.

<b>Bureau Of Workers' Compensation</b>	<b>James Conrad Director</b>
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**A.G. Team**

Cleveland Service Office, Claims  
 For more information contact: Tom Fischer (216) 787-5080  
 Sponsor: Donna Hunt

**Team Members:** Michelle Abernathy, Kelli Brinson, Tom Fischer, Rachel Gaston, Tommy Sanders  
**Facilitator:** Donna Hunt

Process that was improved:

Processing of Court-ordered settlements which were being handled by 5 people, covering 13 counties in Northeast Ohio.

Description of what the team did:

Created a Guideline Manual for Claims Specialists to process the Court-ordered settlements.

Results:

Team was able to train other Claims Specialists and Claims Assistants in 8 Service Offices on the processing of these settlements using the Manual, which reduced the amount of lag time for payments from approximately 1-2 months to 2-3 weeks.

<b>Environmental Protection Agency</b>	<b>Christopher Jones Director</b>
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**New Employee Orientation; Pro-Tree, Trend Team, Electronic Imaging Library**

The Developing Excellent Agency Leaders Program (DEAL)  
 For more information contact: Ron Spain (614) 644-2782

**Team Members:** DEAL 7 Class Members

Description of what the team did:

All teams did their work during the course of the year-long leadership training. The following is a synopsis of their work.

The Orientation team revamped the current day-long orientation program for new employees. They created new web sites, redid the training agenda, identified supervisors who will meet/talk to new employees on their first work day, etc. Their work is now being implemented.

The PRO-TREE (paper reduction objective) team recommended various ways to replace frequently used forms with electronic versions. This will be implemented in phases.

The Trends team did extensive research on sociological and technological trends that could affect the operation of the agency. Their findings are now being evaluated and a permanent team will be created to continue this effort as part of the agency's ongoing strategic planning.

The Electronic Imaging Library group identified a process to organize agency photos via a user-friendly data base that will be available to all staff.

Results:

For more information or a copy of a team report, contact Rod Spain, DEAL coordinator at 644-2782

<b>Environmental Protection Agency</b>	<b>Christopher Jones Director</b>
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**Non-Title V Process Improvement Team**

Sponsors: Bob Hodanbosi, Chief and Cindy DeWulf, Asst. Chief  
For more information contact: Linda Ours (614) 644-4833

**Team Members:** Elisa Thomas, Erin Milner, Jennifer Jolliff, Chad Delbecq, Irene Hart, Amy O'Reilly, Rex Haggy, Steve Alspach

Process that was improved:

The non-Title V emissions reporting review process.

Every two years around 11,000 facilities are asked to report their emissions to the division. The team examined the review process and eliminated the review of approximately 5000 reports.

Results:

Saved approximately 350 staff hours every two years. Other benefits included: reduced administrative costs, facilities get their invoices quicker, resulting in faster turnaround of payments.

The improvement was easy to implement and has received positive response from all internal/external customers. After the implementation of the non-review policy, further improvements were made to the program.

The team eliminated the hardcopy summary reports altogether and began sending the reports electronically. The team improved guidance documents on the Agency web site to be more comprehensive and made radical changes to the Blue card reporting form to assist the customers in better understanding DAPC requirements.

<b>Bureau Of Workers' Compensation</b>	<b>James Conrad Director</b>
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**Not Just Monday Team**  
Dayton Office

*2002-2003 Pathways  
Silver Award*

**Team Members:** Dan Wagner, Lisa Cavender, Elaine Klopstein, Jason Dickey, Jennifer Davis, Ross Maupins, Tim McDermott, Wayne Currie, Scott McCormick, Tina Kielmeyer

A statewide study of three years before and four years after the 1997 implementation of managed care at BWC shows that Monday is the most common (almost 50%) day on which physicians and employers return an injured employee to work. Our mission was to develop a process and tools to increase the awareness of all parties: 1) the injured worker, 2) employer, 3) medical provider, 4) MCO, and 5) third party administrator, of the importance of returning an injured worker back to work on the first day they no longer have medical restrictions preventing their return to work. By focusing on returning an injured worker to work as soon as medically possible the injured worker has a better chance of successful return, the total cost of the claims will be reduced, thereby reducing employer premiums and BWC costs.

To determine the statewide impact of their process, the team used customer surveys, data warehouse statistics of actual return-to-work dates and agency financial reports. Key results include:

1. Early numbers project a 16.26% decrease in injured workers returning to work on Monday.
2. Early numbers project a 17.5% increase in injured workers returning to work on days other than Monday.
3. Early numbers project this shift in lost work days away from Monday has saved \$975,587 in 2002 and could ultimately save in excess of \$6 million annually to Self-Insured or State Fund employees and/or BWC when fully implemented.

<b>Bureau Of Workers' Compensation</b>	<b>James Conrad Director</b>
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**D.O.G.S. (Digital On-line Guidance System)**  
(Governor's Hill, Cincinnati and Hamilton)

*2002-2003 Pathways  
Silver Award*

**Team Members:** Karla Massimo, Amy Bryant, Fred Vornheder, LaCheryl Steele, Dawn Zimmerschied, Ken Brown, Terry Garrett, Suzanne Hanson, Adam Woodward

Mission: Create a web based tool to improve the quality of claims investigations, decisions and payments, and increase compliance with current policy, thereby decreasing errors on future Policy Performance Reviews and decreasing claims adjudication based on inappropriate decisions.

Purpose: Improve utilization and centralization of agency resources.

Results Obtained:

1. Training Department conducted an evaluation of internal customer satisfaction. Of 907 participants, 90% responded and 100% of responses were positive.
2. Information Technology Department provided a sampling of project usage. Based on the first 60 days post-implementation, the areas tracked were accessed 8,332 times.
3. The agency measures external customer service through the "Pulse" survey which is tracked monthly. In the month following implementation, customer satisfaction with BWC increased 3%.

<b>Environmental Protection Agency</b>	<b>Christopher Jones Director</b>
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Team Name: None  
Public Interest Center  
Sponsor: Pat Madigan  
For more information contact: Cathryn Grote (614) 644-2160

**Team Members:** Yvonne Foster-Smith, Pattie Rhodes-Mehrle, Carol Hester, Cathryn Grote

Process that was improved:

Public information/communications through development and implementation of graphics standards and Ohio EPA style manual.

Description of what the team did:

Due to the ease of use and availability of various programs such as PageMaker, WordPerfect and MS Word, many Ohio EPA divisions had been creating fact sheets, brochures and publications in house. This resulted in a large variety of publication styles making it impossible to maintain or promote an Agency image or to create visual identify with our publications. The team worked together to write, develop and distribute an Agency Graphics Standards and Style Manual that is now being used by all Ohio EPA staff to define required elements, outline sample formats and ensure consistency. The manual also specifies which publications should only be produced through the Public Interest Center and the process for getting those produced in other divisions reviewed and approved. To ease the transition and increase the use of these standards, we created templates and placed them on the Agency intranet site which is accessible to all staff.

Results:

To date, we have seen an increase in the amount of material that are coming through the office for review and development. In addition those that are being created in other divisions are now following the same format.

<b>Environmental Protection Agency</b>	<b>Christopher Jones Director</b>
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Team Name: None  
Public Interest Center  
For more information contact: Cathryn Grote (614) 644-2160

**Team Members:** Pattie Rhodes-Mehrle, Carol Hester, Cathryn Grote

Process that was improved:

Internal communications through development and implementation of e-version of employee newsletter.

Description of what the team did:

Each pay day, the Public Interest Center (PIC) distributes New(s) Source—Ohio EPA’s employee newsletter to currently staff. To cut down on publication costs, PIC has been working to reduce the number of printed copies produced. In November 2000, PIC started creating two versions of the newsletter. The printed version, which was limited to four pages, was distributed by mail to former employees. The Web version, which was available through the Agency’s intranet system, included additional “late breaking”: columns and information that could not be included in the print version due to space or deadline constraints. There were pros/cons to both version. To address the concerns, and to ultimately eliminate all associated copying and printing costs, PIC initiated a pdf version of the newsletter, complete with hyperlinks, at the beginning of 2004. Agency employees are able to view the newsletter through the intranet.

Results:

The pdf version has been extremely well received. Staff are pleased to be able to read and print single pages as desired. Because there are no constraints related to length, we are able to include even more helpful employee information and also are better able to address items that come in after the previous hard print deadline. By virtually eliminating the print copies of the newsletter, associated costs for printing went from \$2,357 in FY 2001 to \$515 in FY 2004 for the few editions copied prior to going to the all-electronic version.

<b>Department Of Transportation</b>	<b>Gordon Proctor Director</b>
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**Work Zone Safety**

District 10 Monroe County  
For more information contact: Carl Merkle (740) 472-0921

**Team Members:** Tom Camden, Mack Braxton, Carl Merkle  
**Facilitator:** Chris Dvis

Flagging Traffic can be a hazardous occupation. Due to driver inattention, traffic often does not slow down for the flagger’s STOP/SLOW sign. Poor weather conditions or emergency night operations further increase the risk of drivers’ failure to notice flaggers.

An innovative idea by a flagger in Monroe County led to the addition of 12 volt LED lights with flasher to the STOP/SLOW sign to increase the sign’s visibility.

Results:

1. A random survey was taken to ask drivers their opinion. All responded positively. Drivers stated that the lights caught their attention much quicker. This sign should reduce chances of injury or fatality to the flagger or others in the work zone.

<b>Department Of Transportation</b>	<b>Gordon Proctor Director</b>
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**Quality Steering Committee**

District 10 District-wide  
 For more information contact: Jim Spain (740) 373-0212 ext. 221

**Team Members:** George Collins, Debbie Fought, Scott Fulks, Ray Henry, Mike Scales, Roger Stout, Christina Davis  
**Facilitator:** Jim Spain

Based on the opportunities for improvement identified by an OAE examining team, it was unclear if the deployment of our quality principles and practices had reached all employees. Informal processes exist at the functional level of the organization. The communication of “shared best practices” is not clear and consistent.

The improved process includes extensive deployment throughout the District of quality principles, practices and direction that gives all employees the opportunity to participate in the quality process. Best practices will be promoted and shared through clear and consistent communications. All core processes will be formalized and measured.

Results:

District 10 Strategic Initiative 3 was developed as part of the overall District Strategic Plan. The Steering Committee has ownership and is currently working with the action plan that was created to insure effective deployment: The Three Goals are:

- Goal 1:** All District 10 employees will be given the opportunity to participate in the quality process.
- Goal 2:** The District will promote and share best practices through clear and consistent communications.
- Goal 3:** The District will educate and empower all employees in the benefits of quality processes.

<b>Environmental Protection Agency</b>	<b>Christopher Jones Director</b>
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Team Name: None  
 Surface Water  
 For more information contact: Jennifer Martin (614) 644-2867

**Team Members:** Bryan Schmucker, Jennifer Martin

Process that was improved:

Biennium budget preparation, spending plan preparation, budget tracking

Bryan and Jennifer worked together to develop a fiscal budget database. Bryan did the programming. The database is organized by year and enables all DSW managers and supervisors from around the State to plan and enter their projected expenditures and to project FTE time splits across Division programs.

Results:

The fiscal officer can enter assumptions such as COLAs and fringe rates for payroll, and inflation rates for other expenditure types. The database then auto-calculates the biennium budget or an annual spending plan for the Division by OBM Object Class. The fiscal officer can then provide the funding information for the budget. Then, after the budget is finalized, the database provides reports (at the touch of a button) that compare projected expenditures to actual expenditures by location, reporting category, object class, program, etc.

<b>Department Of Mental Health</b>	<b>Michael Hogan Director</b>
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**Work Improvement Team**  
Twin Valley Behavioral Healthcare

*2002-2003 Pathways  
Gold Award*

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**Team Members:** Jim Ruja, Doris Toland, Louanne Coriell, Carol Sylvester, Karen Woods, Scott Hauser, Eric Green, Jeff Hill, Marion Sherman, Cindy Ankney

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In 2001, Twin Valley Behavioral Healthcare (TVBH) determined that one of four cornerstone strategic plan goals was to promote recovery as a treatment model. A Work Improvement Team was formed to increase the number of patients involved in work and meaningful activity. The team saw work and meaningful activity as important components of the recovery process, with need for establishment of services to improve and monitor patient involvement throughout TVBH.

Current vocational services were evaluated, training given, new services begun, and a new electronic monitoring system was developed to track the data to measure the success of the programs. Three areas were tracked, including: earning pay check, readiness activity, and not engaged.

As a result of the team's work: full and expanded services continued, with tracking and internal feedback for problem identification and resolution; improvement in all areas have been noted; a rough estimate of client earnings in state fiscal year 2003 is \$345,600; and clients are now financially contributing to society through their income tax payments.

The current data is as follows;

**At the Columbus Campus**—Inpatient: 23 clients earning a paycheck, and 19 involved in a readiness activity. Outpatient: 36 clients earning a paycheck, and 29 involved in a readiness activity.

**Dayton Campus**—Inpatient: 5 clients earning a paycheck and 30 involved in a readiness activity. Outpatient: 16 clients earning a paycheck and 27 involved in a readiness activity.

<b>Department Of Transportation</b>	<b>Gordon Proctor Director</b>
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**The Rolling Stocks**

District 7 District-wide

For more information contact: Randy Chevalley (937) 497-6920

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**Team Members:** Randy Chevalley, Bill Buffkin, Ralph Van Kirk, John Webb

**Facilitator:** Greg Eley

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Rolling stock equipment was being purchased dependent upon individual department wants and available money.

A team was formed to improve on this inefficient process. The improvement that resulted is that rolling stock equipment is now purchased based on district-wide need, work plans and fact based data.

Results:

1. A savings of \$1,110,775 has been recognized as a result of equipment that was not purchased due to the Rolling Stock Team's evaluation of usage data and district-wide needs.
2. Considering yearly maintenance costs on the above equipment, an additional savings of \$143,994 was realized.
3. The team has developed a data driven process and equipment replacement criteria which will continue to allow us to realize future cost savings and make smart data driven business decisions.

<b>Department Of Transportation</b>	<b>Gordon Proctor Director</b>
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**Reward, Recognition and Communication**

District 10 District-wide

For more information contact: Christina Davis (740) 373-0212 ext. 201

**Team Members:** Ben Kunze, Stephanie Filson, Bill McElfresh, Bob Roush, Steve Thompson, Barb Mayle, William Parrish, Tom Hamilton

**Facilitator:** Willa O'Neill, Jim Spain

Existing reward and recognition programs were perceived by employees as offering no incentive to achieve excellent results. Communication processes were not complete processes.

A team was formed to revamp the old program. Traditional programs were reworked and a new award program was added. Work is near completion for a Quality Web Site to enhance communication processes.

Results:

1. Initial savings of \$5,800 was achieved by revamping the old programs.
2. Measurement on employees perspective will take place in Spring, 2004 during the District's QWL's.

<b>Department Of Mental Health</b>	<b>Michael Hogan Director</b>
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**Outcome Assessment  
Analysts Team**

Northcoast Behavioral Healthcare

*2002-2003 Pathways  
Silver Award*

**Team Members:** Muhammed Ageel, Robyn Primm, Michael Emerick, Harry Sivec

Northcoast Behavioral Healthcare (NBH) is a psychiatric treatment facility, and is considered the busiest hospital in the ODMH system. Northcoast is committed to providing quality treatment. In response to a need to demonstrate effectiveness of services, one unit initiated a quality improvement team, "Outcome Assessment Analysts" (OAA), to work on this problem. The guiding mission statement of the team was to improve our understanding of patients by creating an assessment process that provides information related to the patient's outcome from treatment. The team identified requirements for the new assessment process, namely that the process be brief, standardized, and sensitive to changes resulting from treatment on an inpatient psychiatric unit. Patient involvement in the assessment process was also emphasized.

The team applied the QStP process and quality tools to solve for the desire state. Some results of the new process include:

1. Implementation of an easy to use assessment tool that asks what the patient would like help with in recovery.
2. An assessment process, which provided a snapshot of the patient's overall level of distress/wellness.
3. An assessment process that can supply the snapshot in 24-48 hours instead of the 72 hours previously required.

<b>Department Of Mental Health</b>	<b>Michael Hogan Director</b>
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**Firearms Protocol**  
Twin Valley Behavioral Healthcare

*2002-2003 Pathways  
Bronze Award*

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**Team Members:** Tim Coon, Michael Young, Pam El-Din, Veronica Lofton, Marion Sherman, Doris Toland, Jim Raia

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The Firearms Protocol Team, a collaborative effort between ADAMHS Boards, the Community Mental Health Centers, and TVBH, was formed to develop a process to manage firearms risk for Twin Valley Behavioral Healthcare (TVBH) patients. The process screens patients that have access to or threaten to use a firearm, and identifies appropriate measures, resources and education to eliminate access to the firearm. The process also communicates this information to the ADAMHS Boards, the Community Mental Health centers and family members.

A firearms risk management program, which included multi-disciplinary assessment, treatment, and discharge planning, was developed and implemented among 46 civilly committed psychiatric inpatients at the Twin Valley Behavioral Healthcare. We found that the patients comprised mainly men who had personality disorders and histories of substance abuse and who had expressed an intent to use a firearm to commit suicide. On discharge, none of the patients had access to a firearm. Of the 16 patients who were hospitalized during the next 24 months, only five were noted to have threatened to harm themselves or others with a firearm or to have access to a firearm. Analyzing the firearms management process, we were able to conclude that multi-disciplinary and focused assessment, treatment and discharge planning can be effective in neutralizing the risk of firearms use among psychiatric patients.

<b>Department Of Transportation</b>	<b>Gordon Proctor Director</b>
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**Position Description System**

Central Office Classification and Compensation  
For more information contact: Mica Flanagan (614) 466-6906

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**Team Members:** Regan Morrison, Mica Flanagan, Karen Cassidy, Melanie Payne, Michele Croom

**Facilitator:** John Audet

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It is Classification and Compensation's objective to develop a fundamental change in processing Position Descriptions. The improvement will transfer a clerical, administrative and time consuming process to a new process that improves customer service and provides managers with essential tools.

In phase one, a library of PD's will be established. The PD's will be available via the shared drive and hyper linked (via Microsoft Visio) directly to each position on the Table of Organization. In phase two, managers will be equipped with tools for Position Description updates, class plan changes, selection instruments, and employee training, development and career enhancement.

Results:

1. Time Savings: Hundreds of redundant PD's will be eliminated and managers will have quick access to the PD library. Management Tool: Managers and employees will benefit from the tools established.
2. Customer Service Improvements Across the Board: Communication will improve from district to central office, PD process will be more effective, and management tools will boost morale of employees and management alike.

<b>Department Of Transportation</b>	<b>Gordon Proctor Director</b>
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**PMT**

District 1 District Garage

For more information contact: Rick Peck or Bev Aska (419) 222-9055 ext. 434

**Team Members:** Bruce Smith, Rick Peck, Bev Aska, Steve Reichenbach

**Facilitator:** Jerry McIntosh

We wanted to see how the District 1 garage compared with private sector garages to find if we were competitive.

The team developed formulas to compare routine jobs, such as oil changes, alignments and tire repair, used flat rate manuals for other comparisons and created worksheets for these special comparisons.

Results:

1. Graphs and reports chartering available time, billable time and productivity analysis have been developed.
2. Time card reporting has improved in accuracy and accountability.
3. Bi-monthly meetings reviewing information have been established.

<b>Department Of Mental Health</b>	<b>Michael Hogan Director</b>
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**Self-Scheduling Team**  
Heartland Behavioral Healthcare

*2002-2003 Pathways  
Bronze Award*

**Team Members:** Regina Hoffman, Marti Peden, Geannie Gibbons, Deb Tacchio, Mary Miehl, Deborah Deal, Trenni Richardson, Jannet Friedman, Cheryl Albrecht

The mission of the Self-Scheduling Team at Heartland Behavioral Healthcare (HBH) is to develop a new process for determining staff coverage for nursing units that reduces management input while increasing staff accountability for work schedules and increases staff satisfaction. The goal of the Self-Scheduling Team is to empower staff to have more control in their work-life balance and create a family-friendly work environment. The "as is" state was a computer generated schedule created without staff input. The "desired state" was a schedule created and agreed upon by unit staff with little or no involvement of management.

Interviews were conducted with another organization that had a successful application of self-scheduling and pertinent literature was reviewed. Brainstorming, interviews, a review of union contracts, and staffing level requirements were used to generate the guidelines that would be used in the creation of the new process of self-scheduling. A new system for scheduling was developed and successfully tested in one unit.

Self-scheduling has been identified as a desirable practice within the Department of Mental Health. Along with OCSEA they have viewed this as an opportunity for a labor-management partnership. Utilizing a \$40,000 Workforce Development Grant OCSEA and ODMH are extending this practice to all other behavioral healthcare organizations within ODMH.

<b>Department Of MRDD</b>	<b>Kenneth Ritchey Director</b>
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**Cost effectiveness Committee**

Montgomery Developmental Center  
Sponsor: Sue Curtis, Superintendent

**Team Members:** Greg Darling, Operations Director; Sandy Ford, Assistant Program Director; Marchell Mitchell, Nutritional Services Manager; Ed Morgan, Storekeeper; Jim McClain, Campus Coordinator; Charlene Peeks, Director of Nursing; Bob Schiller, Fiscal Officer; Bob Shrader, Maintenance Supervisor

**Facilitator:** Greg Darling

Process that was improved:

This team was launched in the third quarter of 2002 to identify and implement cost containment measures.

Results:

This team completed its mission after one year. They reviewed reasons for overtime pay and implemented strategies to control overtime. Over a period of three months there was a savings of \$5,000 dollars. Overtime has been at an acceptable level since. Employee morale has improved since incidents of mandatory overtime have been minimal.

Also the center realized a 2% decrease in expenditures for food, supplies, materials, etc. during the period from 2002 to 2003.

<b>Department Of Transportation</b>	<b>Gordon Proctor Director</b>
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**New Wave Ice Control**

District 4

For more information contact: Ronald Milliron (800) 603-1054 ext. 370

**Team Members:** Danny Paine, Chester Glista, Bill Shipley, Frank Howell, Dennis Mitchell, Jim Miller, Paul Ensinger, Dave Frantz

**Facilitator:** John Thorpe

Although employees were aware of the benefits of salt brine and other liquids for snow and ice control, counties were not equipped for large scale brine making, storage, or application of liquids. Past practices did not provide an effective means of pre-treating roadways and bridges or the most efficient use of salt. By having a reactive, rather than a proactive approach, the public was not provided with the best possible service.

A plan was developed and implemented to provide large scale brine making, storage, and distribution capabilities in all District 4 counties. The use of brine for pre treating enabled a proactive approach to snow and ice control, and increased customer service and safety. Liquids were also used for pre-wetting to reduce salt waste, and increase effectiveness.

Results:

1. Savings of \$30,000 by making brine makers in house. Nearly 1.1 million gallons of brine were produced and used in FY 2003.
2. Six previously owned 5,000 gallon tankers were purchased and equipped with distribution equipment at a total cost of less than \$10,000 each.
3. All Priority routes in the district can be pretreated within 24 hours. Four of six counties can pre-treat all routes within 24 hours. Stark County can pre-treat all routes (over 700 lane miles) in 8 hours.

<b>Department Of Transportation</b>	<b>Gordon Proctor Director</b>
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**MBE Purchasing Group**

District 12 District-wide

For more information contact: George Fowler (216) 581-2333 ext. 248

**Team Members:** Jim Mekilich, Joe Soond, Joe Arezone, Steve Marhevka, Dennis Dickens, Mike Sierputowski, Kevin Jacobs, Don Barth

**Facilitator:** Howard Huebner

Although federal and state court rulings have confused employees about the achievement and importance of this critical success factor, it is still the goal of the department and District 12 to meet or exceed the 15% Minority Business Enterprise purchase goal.

The team developed an action plan that makes recommended changes to our current purchasing practices to try and achieve the desired goal of 15% MBE purchases. This action plan will potentially create a more pro-active and “friendly” process for everyone throughout the district that is responsible for purchasing materials and services.

Results:

1. In 2002, District 12 achieved the 15% MBE purchase goal.
2. In 2003, use of the team’s action plan assures that we will once again achieve the 15% MBE purchase goal.

<b>Department Of MRDD</b>	<b>Kenneth Ritchey Director</b>
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**Reducing Storage Costs**

Southwest Ohio Developmental Center

Sponsor: Nancy McAvoy, Superintendent

**Team Members:** Don Carpenter, Carol Howard, Casey Krummer

**Facilitator:** Fred Dooley, Greg Meyer, Bob Uhl

Process that was improved:

Explored options for building on-grounds storage space for residents’ possessions versus renting storage space.

Results:

On-grounds storage has been built and the savings is approximately \$4,500 per year.

<b>Department Of MRDD</b>	<b>Kenneth Ritchey Director</b>
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**Self-Determination**

Montgomery Developmental Center  
Sponsor: Sue Curtis, Superintendent

**Team Members:** Barb Greene, Aimee Lackey, Jane Lewis  
**Facilitator:** Tim Smith

Process that was improved:

To continue support of People First, develop a video of alternative types of residential placement, classes for individuals on committees, tours and interviews.

Results:

Increased awareness of options to alternative living opportunities in the community for individuals. As a result of the team's efforts, two individuals have been placed in the community

<b>Department Of Transportation</b>	<b>Gordon Proctor Director</b>
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**Maumee River Crossing Public Information**

District 2 Public Information Office  
For more information contact: Joe Rutherford (419) 380-4524

**Team Members:** Mike Gramza, Jeff Baker, Mellissa Harris, Kay Bliss-Ryan

Before the largest project in ODOT's history got underway, it was determined that a major effort was needed to involve, inform and educate the public. From the public participation in the design process, to grade schools' educational visits, it would be a challenge to coordinate this huge effort.

The team established a process that includes holding two scheduled monthly public tours, as well as numerous school and civic group presentations. The team also distributes monthly e-mail updates as well as a quarterly newsletter. Television and radio appearances have, and will continue to be used. In fact, a film production company is at work documenting this historic project.

Results:

The final results of this teams information are not yet tabulated but to date we have had:

1. Numerous public meetings during the design phase
2. Over 1,000 people have toured the construction project.
3. Over 200 school and civic group presentations have been given.
4. Numerous brochures and newsletters have been distributed.

All these efforts have helped to keep our customers (the traveling public, contractors, and elected officials) informed and up to date on this monumental project.

<b>Department Of Transportation</b>	<b>Gordon Proctor Director</b>
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**LPA QStP**

District 3 District Office  
 For more information contact: Chris Brown (419) 207-7053

**Team Members:** Tom Beck, Chris Brown, Terry Carlsen, Linda North, Ron Nussbaum, John Olivieri, Kris Rickett, Dave Stover, Jim Truesdell, Chip Wise

Plan delivery for sale and construction of Local Project Administrations (LPD) projects often do not meet commitment dates. Problem areas identified include poor communication, changing regulations, specifications and administrations, unrealistic expectations and lack of understanding of the LPH program by local governments.

Through the Continuous Improvement Process, the team is identifying areas which make the programming, environmental, plan development, and Right-of-Way acquisition processes inefficient, both time and money wise. The LPA program requirements will be streamlined at the District level.

Results:

1. Improve percentage of projects filed and sold on time from the District's current 60% to 90%.
2. Develop a flow chart and District checklist to guide local governments in plan design and milestones which need to be reached.
3. Improve local government performance by providing training in a number of areas, especially in project planning, scope development, environmental requirements and Right-of-Way acquisition.

<b>Department Of MRDD</b>	<b>Kenneth Ritchey Director</b>
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**Utilization of TPW Staffing**

Cambridge Developmental Center  
 Sponsor: Dee Corbitt, Superintendent

**Team Members:** Mark Addis, TPW; Cathleen Ballinger, Program Director; Jackie Berg, RSC; Diane Carkin, RSC; Tim Coulter, RSC; Bryce Davis, QMRP; Darren DeLong, RSC; Dan Duniver, QMRP; Willetta Huston, Fiscal Officer; Teresa Lemon, TPW; Ralph McMillen, TPW; Shirley Perry, RSC; Robert Robbins, QMRP; Brenda Roe, RSC; Mike Scheffer, OCSEA Staff Representative

**Facilitator:** Cheri Stevens

Process that was improved:

This team assessed current Therapeutic Program Worker (TPW) resources to ensure efficient use of staff that corresponds with facility census.

Results:

This team's efforts resulted in a monetary savings of \$3,000. The non-monetary benefits have been more efficient use of staff, increased spirit of teamwork and facilitation of creative thinking for future adjustments.

<b>Department Of Rehabilitation and Corrections</b>	<b>Reginald Wilkinson Director</b>
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**TNT (Trash to Treasure)**  
Noble Correctional

*2002-2003 Pathways  
Silver Award*

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**Team Members:** Ken Spencer, Robert Reiter, Monte Barnhart, Ken Jones, Bruce Geese, David Davis, Mike Patterson, Robin Nelson, Tina Tonnous, Mike Thompson, Scott Randolph, Jan Jagaczewski

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With anticipated budget constraints, the QStP steering committee implemented a QStP problem solving team to reduce the cost of institutional waste. The team's mission was to improve the recycling process by decreasing money spent on waste removal and increasing the amount of materials recycled.

Prior to the formation of this committee a limited recycling program was in place that included only cardboard and aluminum cans. The committee collected data on the amounts of types of waste generated in the institution and determined the feasibility of removing other common recyclables from the waste stream. The team also obtained a grant from the Ohio Department of Natural Resources for collection receptacles.

As a result of this team's efforts: a local high school which receives scrap lumber used in vocational education scrap metals generated by the institution are recycled through a local scrap yard; bailed food cans, mixed office paper, news print, magazines and corrugated cardboard bales are shipped to a processing company; mixed plastics are shipped to a plastic guardrail block manufacturer.

Other key results include: creating jobs for inmates, increasing funding for community service projects, increasing the awareness of inmates and staff of the need and benefit of institutional recycling, and reducing the cost of waste disposal.

<b>Department Of Transportation</b>	<b>Gordon Proctor Director</b>
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**Local Technical Assistance Program**

Central Office

For more information contact: Sarah McNeal (614) 387-7359

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**Team Members:** Mike Ritch, Sarah McNeal

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Ohio's Local Technical Assistance Program (LTAP) joined ODOT Central Office in January. Funded by ODOT and FHWA, LTAP provides training and technical assistance on a wide range of topics to Ohio's counties, municipalities and townships.

Since January, the LTAP team has partnered with ODOT subject matter experts to make new types of training available at regional locations. LTAP will play a vital role in enhancing ODOT's partnership with local governments per Strategic Initiative 5 (2003).

Results:

1. Working together to create an expanded LTAP/ODOT team of technology transfer experts, it is anticipated that the number of annual training events made available to local agency personnel through Ohio LTAP will double within the next two years.

<b>Department Of Transportation</b>	<b>Gordon Proctor Director</b>
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**GPS for Highway Attributes**

District 12 Highway Administration  
 For more information contact: Steve Henry (216) 581-2100 ext. 249

**Team Members:** Chuck Laughrey, Valarie Swancer, George Fowler, Phil Halupnik, Roya Amjadi, Bill Gerber.  
**Facilitator:** Travis Bonnett

No inventories were available for various highway assets (guardrail, lighting, noise walls, etc.). Developing meaningful Highway Maintenance Annual Work Plans is difficult without knowing what we own, how much we own, or what percentage of what we own is in need of repair.

By developing a process for gathering, storing and analyzing highway asset data utilizing current GPS technologies, the team will be able to make sound business decisions using accurate data. By developing a database that captures this data, the department will benefit by developing meaningful annual work plans that address maintenance issues.

Results:

1. 1400 and culverts identified, logged and mapped utilizing in-house resources.
2. 100% of all noise walls (linear measurements) identified, logged and mapped utilizing in-house resources.
3. 54% of all guardrail identified, logged and mapped utilizing in-house resources.
4. Developed meaningful Maintenance Annual Work Plans incorporating new data to address Maintenance Quality Study Deficiencies as identified by ODOT Central Office.

<b>Department Of Rehabilitation and Corrections</b>	<b>Reginald Wilkinson Director</b>
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**S.M.A.R.T.**  
 Ross Correctional

*2002-2003 Pathways  
 Bronze Award*

**Team Members:** Trip Armbruser, J.R. Byrd, Phil Taylor, Michelle Finney, Gary Sorrell, Andrea Henry, Jason McCray

The Department of Rehabilitation and Correction (DRC) classifies all of the offenders under its supervision in a security range from “minimum” security (Level 1) to “maximum” security (Level 4 or 5). Factors such as the nature of the offender’s crime, length of prison term or behavior while incarcerated all play a role in determining his/her security level.

The Ross Correctional Institutional Security, Movement, Accountability and Rehabilitation Team’s mission was to develop a new institutional policy regarding the accountability and movement of inmates throughout the institution and to enhance the safety and security of both staff and inmates. This was due to the institutions change from Level 2 to Level 3.

In Level 3 security institutions, offender movement is significantly more controlled. Extra care must be taken to ensure that staff or offender ratios are closely observed and that small groups of offenders do not converge into larger groups.

As a result of the recommendations of the S.M.A.R.T. Team:

1. Offender movement on the compound is quiet and orderly.
2. The common areas are free of congestion.
3. Response time to officer distress signals (man down) has decreased.
4. Control and monitoring of offender traffic has increased.
5. Staff and inmate vulnerability has decreased.

<b>Department Of Taxation</b>	<b>William Wilkins Commissioner</b>
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**Function-ality**

Excise and Motor Fuel Tax Division

Sponsor: Richard Beckner

Contact: Cindi Robertson (614)

728-8341

*2002-2003 Pathways  
Bronze Award*

**Team Members:** Dale Bishoff, Dick Carter, Michael Cassady (retired), Barbara Gutmann, Lisa Jones, Mark Prater, Brenda Sullivan, and Jamie Wilson, Team Leader

**Facilitator:** Joe Wharton

Process that was improved:

Streamlined the clerical staff from 14 difference taxes.

The team was formed to approach the area of analyzing the clerical process in the Excise & Motor Fuel Tax Division. The division is responsible for the administration of 14 different taxes. These taxes involve a wide variety of taxpayers, filing frequencies, and due dates. We have 11,000 taxpayers filing quarterly and annual returns with variable dues.

Results:

We relocated all clerical support staff into one unit. We cross-trained to allow support staff to perform multiple tasks to better utilize individual skills. We eliminated duplication of efforts and leveled out workflow. The clerical support staff was empowered to identify and resolve specific problems. Also, by creating an electronic database report this resulted in time savings of 64 hours per year with cost savings of \$3,100 a year. Overtime was eliminated saving \$5,702 annually.

<b>Department Of Transportation</b>	<b>Gordon Proctor Director</b>
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**Environmental Streamlining Processes**

Central Office OES

For more information contact: Valeria Norris (614) 466-1484

**Team Members:** Franco Ruffini, Mark Epstein, David Snyder, Roberta Dunlap, Mac Vance, Debbie Brown, Susan Gasbarro, Mary Anne Reeves, Joan Randall, Mary Smith

**Facilitator:** Tim Hill

Streamlining environmental processes has become a way of doing business at ODOT for the last several years. ODOT has worked successfully with FHWA to secure an aggressive Programmatic Agreement for Categorical Exclusions; and , with FHWA and OSHPO to develop a Memorandum of Understanding for the Section 106 Process and with the OSHPO to develop a History/Architecture Thematic Review and Table.

With the Categorical Exclusion Agreement and the Section 106 MOU, these concepts demonstrate a streamlining/paper reduction initiative that any state DOT could implement. They are agreements that establish what the agencies agree to regarding the types of projects to process under NEPA and 36 CFR Section 300.3 (a) (1). With the Historic/Architecture Table, this approach promotes the methodology to develop contexts where they don't already exist in partnership with the SHPO; and like the other two processes, has time and cost savings.

Results:

CE Agreement-99 % of ODOT's projects in the past year were exempt from NEPA and processed and approved as CE's. History/Architecture Table-ODOT has realized in the past year, average time cost savings of approximately 4-6 months on the NEPA process for each large project, and 2-3 months for each small project.

<b>Department Of Transportation</b>	<b>Gordon Proctor Director</b>
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**Employee Safety**

Central Office Safety Department  
 For more information contact: Dave Braden (614) 644-8405

**Team Members:** Miles Kouskouris, Mike Tomesek, Linda Riebel, Dave Braden  
**Facilitator:** Rich Gaul

Injuries sustained by employees are costly not only to the worker involved, but also to the Agency. So far, in year 2002, eight MILLION dollars have been spent due to worker injuries.

To encourage a heightened awareness of safe work practices among employees, the team has developed new safety policy and procedures, along with a 10-Step Safety Business Plan for each District and Central Office.

Results:

1. 10% reduction in our eight million dollar workers comp premium. That is \$800,000 off our fee just for adopting the 10-step Business Plan.
2. Subsequent years can see 10% reduction based on our efforts to reduce our injuries.

<b>Department Of Taxation</b>	<b>William Wilkins Commissioner</b>
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**RAPID T.R.A.C.K. (Timely, Responsive, Accurate/ Accessible, Courteous & Knowledgeable)**

Taxpayer Service Division  
 Sponsors: Barbara Mitchell, Bonnie Reed

**Team Members:** Virginia Cohen, Bonita Davenport, Mary Beth Golden, Melissa Middleton, Kathy Oates, Rodney Richberg, Mary Anne Wemlinger and Terri Parks, Team Leader.  
**Facilitator:** Cindy Robertson

Process that was improved:

Registration of non-fee Business Taxpayers (vendors and Employer Withholding) applications.

The team completed several studies on the time it took for a sales tax vendor and Employer withholding agent to be processed through our system when the application was sent through U.S. mail.

The recommendation/project was to reduce the time from 14-21 days to 5-7 days turn around for the vendor to receive their account information.

Results:

The process of registering by telephone is 80% faster, than paper registration. Taxpayer receives their account number instantly and information is entered same day directly to Taxation database and vendor receives confirmation within 3-5 days.

Registration by telephone versus mail has proved to be the most convenient, quicker, legible, accurate and productive way to register non-fee taxpayers at this time. Future improvements – online registration.

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**Bridge Work Order Team**

District 12 Highway Administration

For more information contact: Jeff Lechak (216) 581-2333 ext. 291

**Team Members:** Valarie Swancer, Jim Boyle, Chris Ondash, Phil Halupnik  
**Facilitator:** Ken Banaszak

Work orders originating in the Bridge Department were sent, signed off, and tracked using a labor intensive paper trail. This resulted in the loss of time, information, inaccurate reporting, and the inability to share information within the District.

An Internet Bridge Work Order Website was developed. It includes digital imagery which allows for more detailed TMS tracking and automated reporting.

Results:

1. Accurate resources to allocate person hours on the Annual Work Order.
2. Instant access to Work Order, saving tracking time by 65%.
3. Information sharing has reduced coding errors by 90%.

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**DO IT Accounts Receivable System**

Central Office

For more information contact: Lisa Jones (614) 644-6977

**Team Members:** Marla Agler, Lisa Jones  
**Facilitator:** Michael Orndorf

The Accounts Receivable process was not as efficient as possible. When reviewed by the team, they found the following problems:

1. Duplication of work- invoices for billing purposes were entered into two systems to document any payment or other activity after the initial claim was prepared.
2. There were no reporting functions.
3. There were no reporting capabilities on claims for the district offices while Central Office reports were minimal.

The team developed the Accounts Receivable System, which linked the district offices with central office, thus eliminating rework. ARS eliminated entries into two separate systems eliminating duplication of work. ARS gives everyone reporting capabilities in every aspect of a claim thus eliminating down time.

Results:

1. Reduced Office Equipment/Supplies/Programs by 2 cubicles, 2 computers, 2 printers and 2 Accounting Programs.
2. Improved Customer Service with reports on hand. No down time waiting on claim information with Districts being on-line with Central Office.
3. Eliminated rework resulting in a time savings of 3 hours per day.

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**Data Cabinet Power Off Notification Project**

District 11 IT

For more information contact: Steve Limbacher (330) 308-3934

**Team Members:** Keith Theiband, Steve Limbacher

The Uninterruptible Power Supply (UPS) in the data cabinet had only an audible tone that sounded for about 2 minutes when the unit is trying to provide temporary power long enough for the users to shut down their applications.

The team determined that the counties needed a more detectable signal to warn of a power's off problem. They built the electronics for and installed a strobing warning light on the data cabinets in the counties to indicate a loss of power to the data electronics. This unit will be backed up by a battery that would allow the strobe to flash for 12 to 24 hours and would stop flashing when power had been restored to the data cabinet.

Results:

1. This visual and longer lasting indicator would allow the user to be more informed as to why their data connections have been lost and allow notification to the IT department.
2. Early warning of these failures will speed repair of the problem, dramatically shortening the down time.
3. Shortening down time will have a positive impact on the department's OPI numbers.

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**Cleveland Innerbelt Study**

District 12 Production Department

For more information contact: Craig Hebebrand (216) 581-2333 ext. 409

**Team Members:** 56 Members from state and local government agencies as well as business community leaders

The purpose of this study is to develop a strategy for the intelligent renewal of the transportation infrastructure within the Innerbelt Corridor. The majority of this infrastructure was constructed over a ten year period that began in the late 1950's. The corridor has endured nearly forty years of traffic and an equal number of northeast Ohio winters. As a result, the bridge decks and pavements are approaching the end of their useful lives and will require major rehabilitation or replacement before the end of this decade.

The team is investigating physical and operational deficiencies to identify and evaluate alternatives and develop a strategic implementation plan to renew this important component of our region's transportation network.

Results:

The Cleveland Innerbelt Study does not presuppose a conclusion about what must be done with the Innerbelt's bridge decks and pavements, entrance and exit ramps, or existing capacity. Rather, the Study will begin by identifying all of the existing and future transportation problems along this corridor.

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**Contract Navigation Training Team**

Central Office

For more information contact: Bill Marland (614) 644-8094

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**Team Members:** Jeanette Azbell, Linda Coss, Mark Hutchinson, Iva Lenhart, Regan Morrison, Tom Short, Angie Stanton, Teria Stelzer  
**Facilitator:** Jana Cassidy

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The ODOT Partnership group identified, through work force surveys, the need for training. Employees were stating contracts were a necessary part of purchasing, but useful information and obtainable guidelines were not in effect. Our goal was to develop a program to assist in knowing when to use a contract, why we use contracts and how to locate contract information.

Improvements include an increased understanding of the standard terms and conditions within a contract. Knowledge of the different types of contracts, as well as when to use a contract, was also gained. The employee has once again become empowered with a tool to assist in seeking the best value in purchasing.

Results:

1. 87% of employees have been trained to navigate through ODOT and DAS contracts.
2. Attendees received hands on training and a manual outlining step by step procedures. Both tools have allowed those in attendance to train other personnel with their office.
3. Questions received by accounting offices have become more specific and the detailed research has decreased.

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**C.U.S.T. Customer Understanding Service Team**

District 12 District-wide

For more information contact: Kathy Germany (216) 581-2100 ext. 241

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**Team Members:** Gail Balogh, Karen Kutchmark, Angela Justin, Barbara Gibbons, Kathleen Garczynski, Tom Sabo, Ron Chesla  
**Facilitator:** Travis Bonnett

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The District had no standard process in place to handle customer complaints. While complaints were responded to, it was done in a variety of ways with no consistency and no tracking. A team was formed, whose purpose was to develop a structured process clarifying how the District will handle customer complaints. The process needed to address how to handle the receipt, documentation, customer feedback, and data analysis. The team developed a process to do this.

The complaint process was implemented. The process identifies key customer complaint contacts upon receipt of a complaint, and application to document and track complaints, customer follow up when a complaint cannot be resolved immediately, a customer feedback phone survey upon completion of complaint, and reporting once a month to all stakeholders for data analysis.

Results:

The District now has tracking system that provides a method for data analysis and identifying trends. Feedback from Customers on satisfaction to identify improvement opportunities. Customer satisfaction is 4.2 on a 5 point scale. There is no previous data with which to compare. There is increased communication with the customer.