



# LEAN Ohio

## Ohio Pharmacy Board Pharmacy Licensing

July 13-17, 2015

# How Did We Get Here?

- **Why are we doing this event?** To streamline and standardize the Pharmacy Licensing process. Cut down on steps, develop process measures, and clarify roles and expectations of Pharmacy Board staff
- **What needs to change?** The amount of steps, time to process, standardize process and enhance internal communication
- **Theme for the event?** Licensing workflow and processing

# The TerminXers

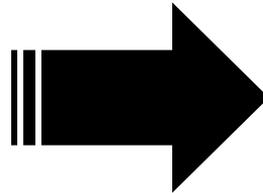


Amanda Bound, Berena Seifert, Kevin Mitchell, Mark Keeley, Sharon Prentice,  
David Gallagher, Susan King, Yolanda Freeman, Beverly Wilkerson,  
Karen Prather, Michael Clark, Cameron McNamee, Angie Hunter,  
Chandra Galante, Teri Gardner

# Event Scope

First Step

**Receiving an application for licensure or licensure renewal**



Final Step

**Issuance or denial of the license**

# Event Baseline Data

- Pharmacy Board processes approximately 41,000 applications and renewals per year (usually 3 month cycles)
  - Terminal Distributor license expires on 3/31
  - Wholesaler license expires 6/30
  - RPh and intern expire 9/15
  - Interns “bridge” to RPh status upon graduation, usually in May
- New applications come in throughout the year
- Licensees not submitting correct data needed

# Process Improvement Goals

**Cut out steps to process Pharmacy Board new and renewal applications to increase efficiency**

**Increase communication between Pharmacy Board sections decreasing the process time and paper shuffling**

**Increase accountability, and be able to locate licenses in the process from start to finish**

# Change for the Better

- Customer focused
- Right people changing the process
- One week-quick and action oriented
- Necessary resources available immediately
- New process implementation begins next Monday



# Out of Scope

- No more money
- No additional people
- No IT solution until the process is improved
- No changes to Laws, Statutes, Regulations, and Contracts
- No Job Loss as a result of a Kaizen Event, but job duties may change



## Day One

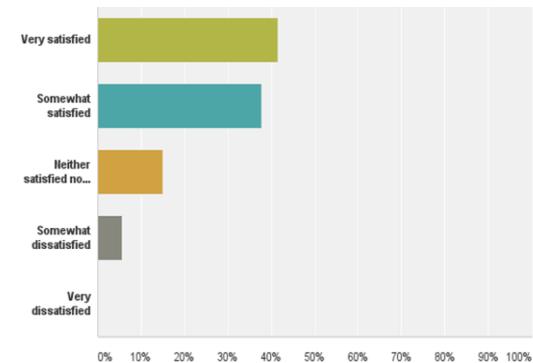
- Level setting
- Scope of event
- Stakeholder identification
- Current state mapping

## Day One continued

- Conducted Voice of Customer Survey
- Conducted Voice of the Employee Survey

### Q2: Overall, how satisfied or dissatisfied are you with the licensing process?

Answered: 53 Skipped: 1

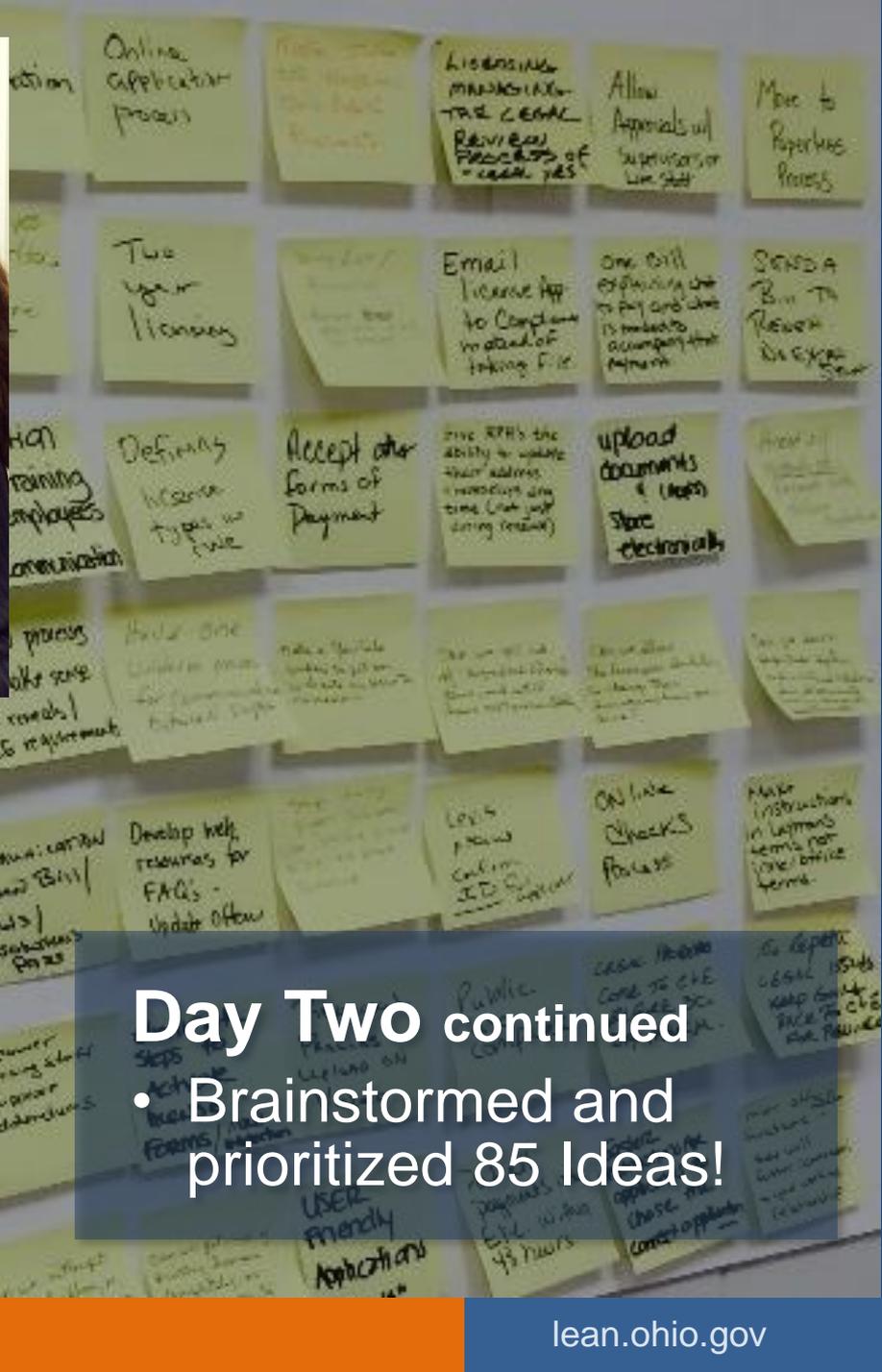


- Over 75% of customers surveyed ranked process as Very Satisfied or Satisfied.
- “Would like to see the process be entirely electronic. No paper.”
- “The licensing link is buried on your website.”
- “A new e-License package that allows us to automate and allow online applications.”



## Day Two

- Finish current state mapping
- Waste identification
- Value added discussion
- Lean Six Sigma training



**Day Two continued**

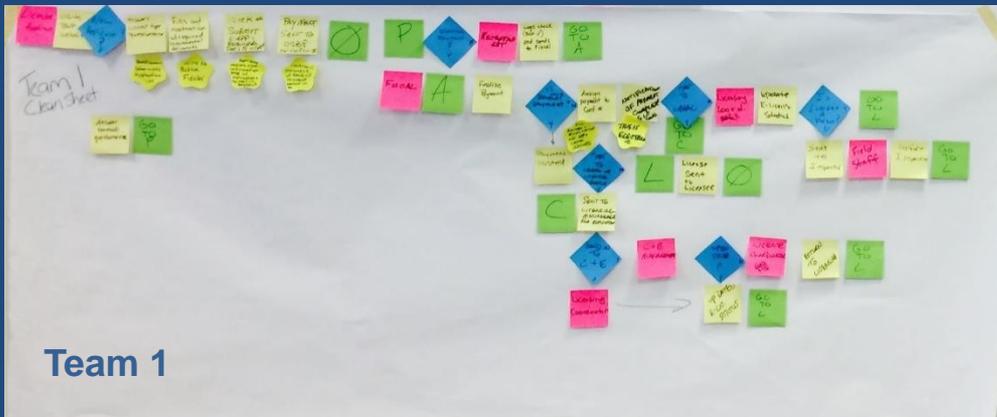
- Brainstormed and prioritized 85 Ideas!



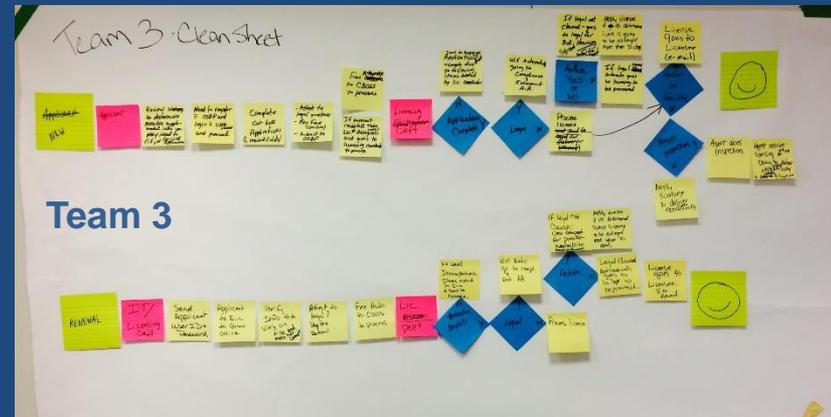
## Day Three

- Analysis
- Problem solving
- Process redesign

# Clean Sheet Redesign



Team 1



Team 3



Team 2



## Day Four

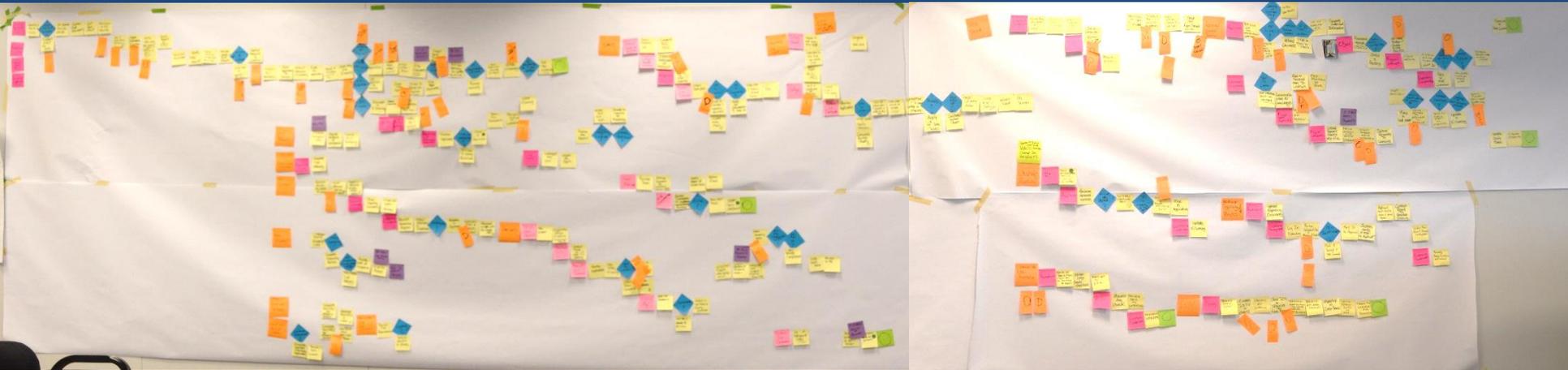
- Future State Process
- Discussion and consensus
- Implementation planning
- Details

# Today - Day Five

- More implementation planning
- Celebration
- Sharing results



# Current State

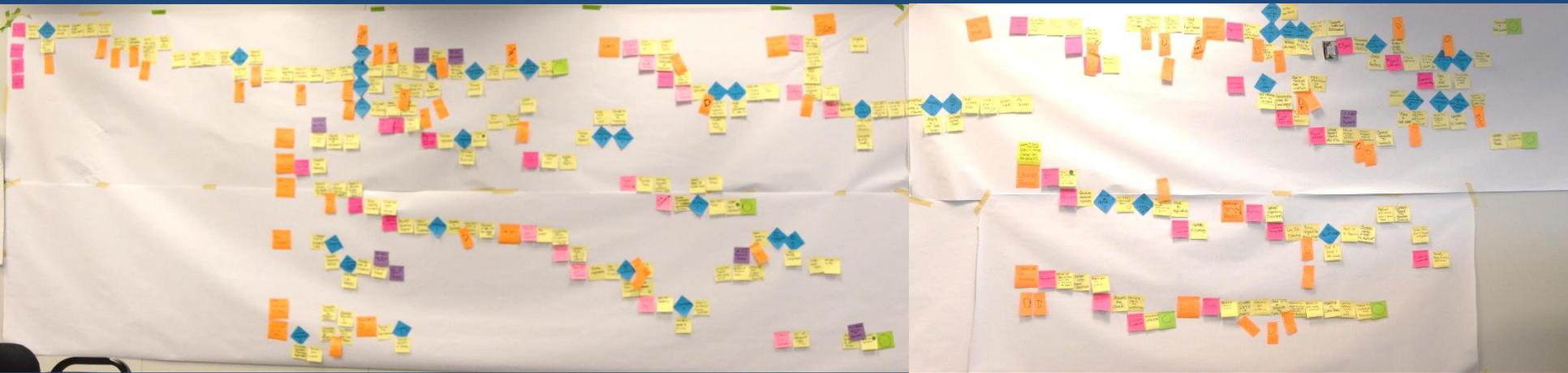


**8 Delays**

**238 Steps**

**40 Decisions**

# Current vs Future



Shown to scale

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# Simpler



- Mistake proof application!
- Reduced data entry for staff
- Automated decision process for application type
- Reduction of steps for staff and licensees/applicants
- Reduced classification types and creation of clear definitions

# Faster



- Reduction of incomplete applications = reduced delays
- Elimination of lock box improves processing time and accuracy
- Immediate payment and progress notification

# Better



- Clearly Defined Roles in the Pharmacy Licensing Process
- Move to paperless
- Scanning and barcoding
- Eliminate legibility issues
- Online application process for new and renewal applications
- Eliminate incorrect payments

# Less Costly



- Reduction in paper, ink and envelope: \$15,000
- Reduction in mail costs: \$35,000
- Over 7,000 Redirected Staff Hours

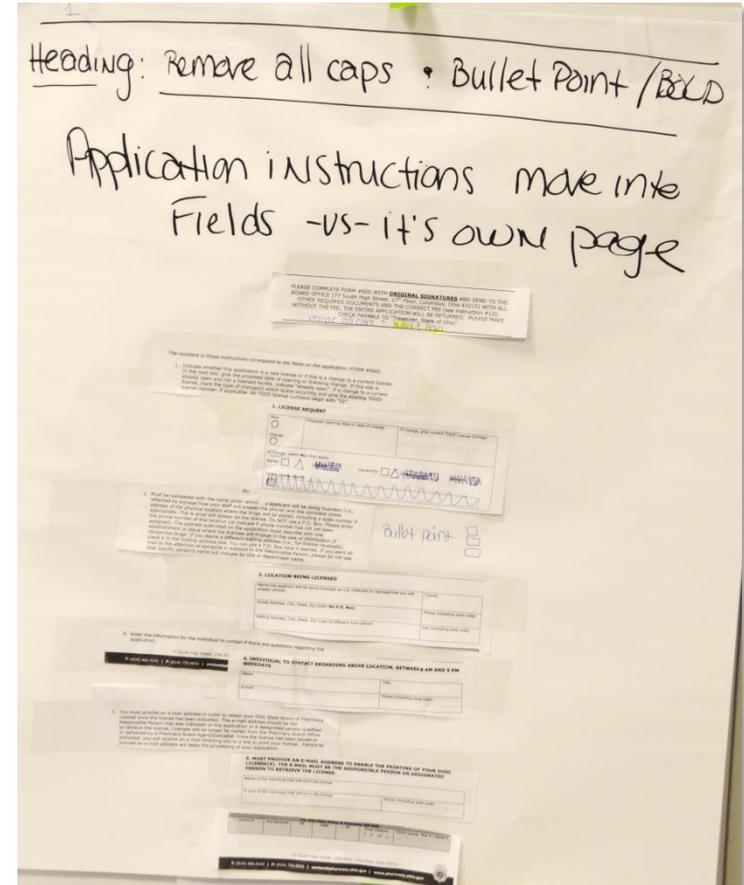
# Summary Scorecard

Measure	Current Level	NEW	Change
Process Steps	238	42	82%
Decision Points	41	7	83%
Application	18 Pages	4 pages	78%
Process Lead Time	21 Days	5 Days	76%

# Implementation Plans

TOPICS: Classification

WHAT	WHO	WHEN
EVALUATE <del>GET</del> LIC. TYPES 3) FOR WHAT'S NEEDED <del>ASAP</del> NOT NEEDED.	Mark	3) A) Some Today B) Some when we review Sharon's report at end of August & have definitions.
2) Def. CLASS CODES	Sharon	2A) - Sharon - Create new definitions in 2 weeks - 7-30-15 B). Review <del>the</del> Sharon's document by end of August & create formal definitions
1) MARK FROM OFFICE LICENSES.	THIS team DAVE + MARK W LICENSING	TODAY/NOW
4) Meet 2 licensing Dept. to discuss everything	ERIC DAVE	4) 2nd Week of Sept.
5) Remove unused categories	Sharon Mike	END OF AUG.



Classification/Definition and Application (18 pages reduced to 4!)

# Implementation Plans

+ P.S.S.W.D. Δ ?  
Security :  
⊕ ID

## E-Licensing

6 months → 2 year rollout

1. test website "portal setup" to start ON-LINE Application
2. We can <sup>(Auto)</sup> pre-populate fields from App to e-licensing - Koren ☺
3. Credit cards only → manual \$ for selected sites (FSTV)  
↳ New system: Credit cards & e-checks ☺ NO coupons
4. documents can be uploaded into e-licensing & accessed (field)
5. Matrix & e-licensing communication <sup>(DATA DUMP)</sup>
6. NABP & e-licensing communication
7. electronic storage MARRIAGE "PAPERLESS"
8. eliminate the ~~separates~~ program (approval in e-licensing)

CONTINUING EDUCATION

WHAT	Who	WHEN
2 yr. Renewal ASK FROM BRD	LEGIS/BRD APPROVAL	OCT 1, 2017
NEW ADDITION OF 0.2 P.Safety 0.3 LAW SAME	FISCAL-INPUT (BUDGET) CAMERON/RULE Δ AMANDA-	4 WKS 9-15-16 REPORTING (PORD)
NEW CE REQUIREMENT FAQ ON WEB	CAMERON + LICENSING	AS SOON AS LAW Δ + UPDATE PRN

## Continuing Education and E-Licensing

# Implementation Plans

TRAINING + Communication  
External

Audience	What	Who	When	Mode
Lisenees	New Application Process	Chandra + Kevin Cameron  L.D. Field Staff + Mark	4-6 weeks prior to go live	FAQ Guidance EMAIL Video Presentation P.Pon Website
College + Unions	"	Beverly Field Staff Mark		EMAIL Conferences Live Presentations
OPA / ASSOCIATES	"	Chandra Kevin + Cameron	Conference Date Meet	Brochure Handouts Live Demonstration Live Presentation Booths Newsletter Magazine Phone App NABP Newsletter

~~HAAS~~  
Revamp Website

TRAINING + Communication  
Internal

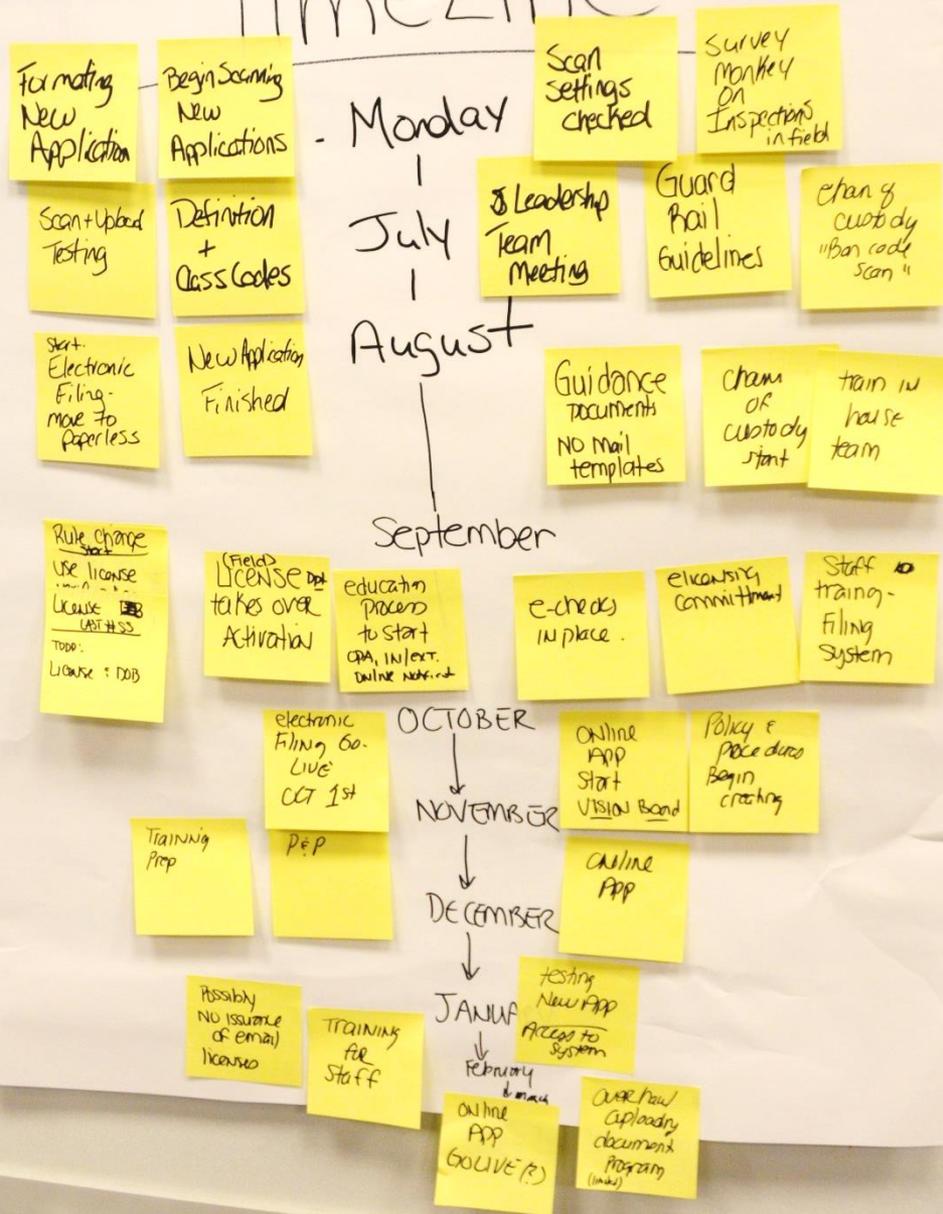
WHAT	WHO	WHEN
Kaizen Report Out (EMAIL + Internal website)	Kaizen Team Chad	Friday
Administrators Develop Training Timeline	Kevin Eric Chandra Steve Exec Director x Licensing	Tuesday July 21 <sup>st</sup>
Board Mtg. Kaizen Board Fact Sheet (Timeline) Draft Version	Kevin	Monday Aug 3 <sup>rd</sup>
Desktop Field Staff mtg report out	Kevin Miki David	Tuesday 21 <sup>st</sup> - Assign Roles SEPT 16-18 <sup>th</sup> - Field Staff Training
Create S.O.P. Licensing	Beverly Chandra	Aug 16 <sup>th</sup> + ongoing
Weekly L.S. Meeting Minutes	Beverly	Wed July 22 <sup>nd</sup> ongoing
OARRS - RPH Legal - Debrief - Appledo Fiscal + IT + Licensing	Kevin Beverly	Board Mtg. Aug 3 <sup>rd</sup> Meeting - Leadership July 21 <sup>st</sup> + July 25 <sup>th</sup> Bi-weekly Update Revision July 25 <sup>th</sup> + weekly

## Chain of Custody (Communication) and Communication & Training

# What Happens Monday?

- Begin scanning New Applications
- Scanned Settings checked
- Formatting New Application
- Survey Monkey on Inspections in field

# Timeline



# Your Kaizen Experience



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# Special Thanks to...

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The Board of Pharmacy

## Team Leader:

Kevin Mitchell

## Subject Matter Experts:

Erika Curtis, Andrea Wagner, David Ingram and Rachael Collins  
Rod Barnaby and Lane Wood, DAS