# LEANOhio

Lean Ohio Kaizen Event Fact Sheet

Issue: In FY2021, the Ohio Board of Nursing issued nearly 20,000 new nursing licenses. Due to the high volume of applications, process inefficiencies, and additional work brought about by pandemic-related legislation, the licensing process accumulated a backlog of more than 8,500 applications and average lead times ranging from 3-6 months.

Department	Changes to Process	Metrics	As a Result
Ohio Board of Nursing **Licensing Process** December 6 – 10, 2021	Widespread reduction of unnecessary, duplicative, and non-value-added work Enhancements to application guidance, workflow automation, and system integrations	Process steps: 45% reduction Loopbacks: 80% reduction Handoffs: 52% reduction Decision Points: 53% reduction	Upon implementation of identified improvements, it is projected that licensure **lead times will be reduced by approximately 50%**, getting nurses licensed and ready to work in as little as 6 weeks.

Major Improvement	HOW it was accomplished
60% reduction in work queue	Previously, staff would review the next application in their queue regardless of whether it was complete and then return it to the bottom of the queue if it was incomplete. This created time-consuming overprocessing, with many applications being reviewed as many as 4 or 5 times before they were ready to be processed. By establishing reasonable application completeness requirements, utilizing automated status reminders, and instituting a student application timeline, staff can devote their time to only the applications that are ready to be processed.
Increased application accuracy and completeness	By updating, clarifying, and improving the instructions and information provided on their website and in the online application itself, staff anticipate a reduction in incorrect question responses, non-responses, and customer service inquiries.
Reduction of non-essential work	With rigorous plans to evaluate the validity/necessity of certain process requirements and to explore greater leveraging of their existing IT system's auto-population and integration capabilities, the team hopes to eliminate as many manually intensive efficiencies as possible.

Current State Process Map

Future State Process Map
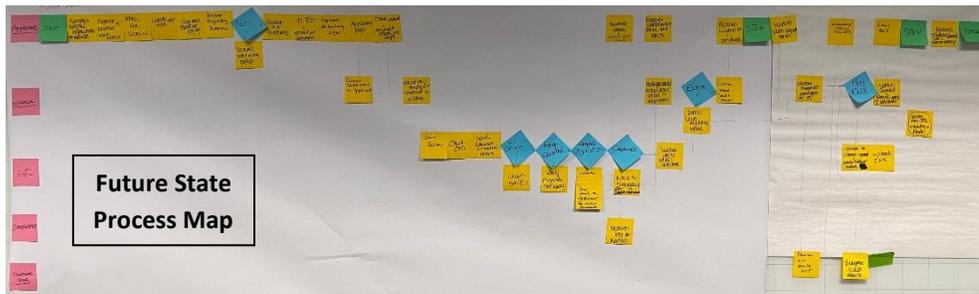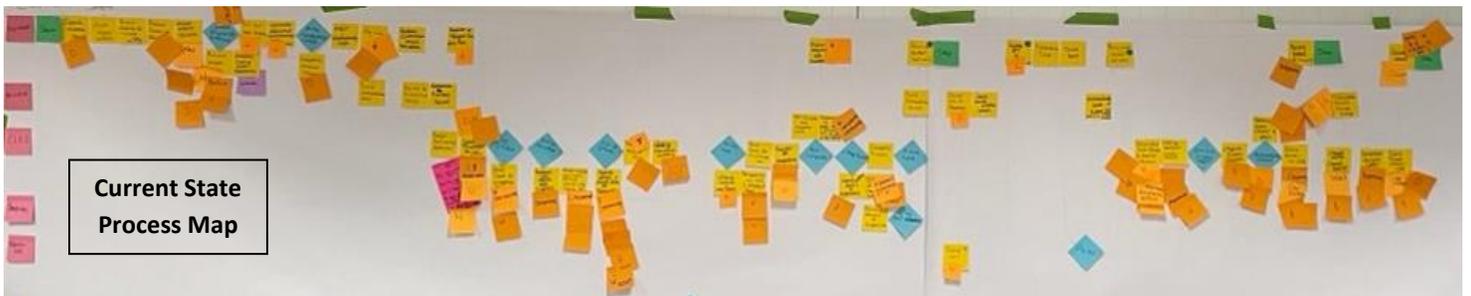
Additional Event Metrics:

- 74 identified points of waste

- 107 improvement ideas

- 48 action plan items

Team members: Charity Robl, Pam Simmons, Karen Unroe, Ashley Harrington, Trelynn Robinson, Alisan Duran, Charmaine Dominique, Angela White, Mary Boyer, Lisa Emrich, Karrie Southerd (Ohio Pharmacy Board), Sandra Lytle (OBM)

For more information please visit lean.ohio.gov or contact Scot Burbacher at Scot.Burbacher@das.ohio.gov