

# Strategic Lean Project Report



**For Reporting Period:** January 1, 2015, through June 30, 2015

## I. General Information:

Lead agency name: Department of Health

**Improvement project title:** Streamlining distribution of medical treatment food products (MTP) for patients with metabolic disorders.

**Date improvement project was initiated:** 8/28/2014

**Project type:** New Project

**Project is directly connected to:**

Results Washington performance measure

Agency Strategic Plan

Other

**If applicable, specify the alignment:**

N/A

Integrate continuous improvement and performance management systems across the agency to best serve our customers.

N/A

**Report reviewed and approved by:** John Wiesman, Secretary of Health

## II. Project Summary:

The Department of Health improved storage and delivery of special foods and formulas for patients with metabolic disorders. This reduced staff time managing product from 18 hours to 12.75 hours per month, decreased the number of expired products, and eliminated delivery delays due to product being out of stock.

## III. Project Details:

**Identify the problem:**

DOH distributes special formula and foods for patients (from newborns to adults) with life threatening metabolic disorders or disorders that can cause permanent mental or physical damage (such as Phenylketonuria or PKU). There are more than 250 patients in Washington who require this monthly service.

The distribution center that stores the products was not well organized. Product storage, inventory, and rotation was done in cramped quarters, mostly on pallets in the warehouse where products commingled. At times, too much product was ordered and portions of shipments would expire while in the warehouse. Ordering sometimes had to be done on a costly emergency basis and orders to families could be delayed.

**Problem statement:**

Currently, staff are spending 18 hours per month managing MTP compared to our target of 10.5 hours, which we want to reach by 5/1/2015.

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**Improvement description:** Using Lean techniques and process mapping, the team reorganized the warehouse space and implemented visual management, so that they could, at a glance, know what product was low and needed reordering, pull the oldest product first so that they could keep ahead of expiration dates, streamline order forms and eligibility letter to parents, and reduce duplication of work.

## IV. Project Details:

<b>Improved process as measured by:</b> <i>(Click those that apply)</i>	<b>Specific results achieved:</b> <i>(Complete the narrative boxes below)</i>	<b>Total Impact:</b> <i>(Actuals; Current Reporting Period)</i>	<b>Results status:</b>
<input checked="" type="checkbox"/> <b>Safety</b>	There are fewer tripping hazards in the warehouse. Actual reductions in employee injuries are still being assessed.		Preliminary
<input checked="" type="checkbox"/> <b>Quality</b>	<ul style="list-style-type: none"> <li>Decreased delays in shipping because of depleted inventory <b>from</b> three shipments during 2014 <b>to</b> zero.</li> <li>Decreased number of expired formula <b>from</b> 88 cans of formula during 2014 <b>to</b> zero</li> </ul>	In the three months since this project has been implemented we have had zero emergency shipments and no expired formula	Preliminary
<input checked="" type="checkbox"/> <b>Time</b>	<ul style="list-style-type: none"> <li>Decreased staff time managing the process <b>from</b> 18 hours <b>to</b> 12.75 hours per month.</li> <li>Reduced the time to create the monthly report <b>from</b> eight hours <b>to</b> four hours</li> <li>Reduced time for delivering internal budget reports to partner divisions within DOH <b>from</b> approximately four days <b>to</b> zero days.</li> </ul>	In the three months since this project has been implemented we have saved about 28 staff hours	Preliminary
<input checked="" type="checkbox"/> <b>Employee Engagement</b>	Staff administering the program are pleased with the elimination of duplicative work. They are invested in continuing to make improvements in the process.		

## V. Contact information:

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## VI. Optional Visuals:

Before:



After:

