PrISM™

PROJECT TEAM PROBLEM SOLVING

Project Team: Tazewell County Health Department Food Inspection Process
Timeline: Kaizen Event March 17 – 21, 2014

### SOLVE

#### What is the Gap?
1. Starting Point
2. Vision
3. Current State

#### What is the Goal for Improvement?
4. Goal or Target Condition
5. Customers & Beneficiaries
6. Benefit
7. Measures & Targets
8. Conditions

#### What is the Approach?
9. Team Members & Roles
10. Project Schedule
11a. Data and Information Collection

#### What are your Conclusions?
13. Improvement Hypotheses & Problem Solving Summary

### TRY, LEARN, INSTALL

#### Understanding the Problems:
12. Cause and Effect Diagram

#### Try Solutions; what did you learn?
14. Construct & Execute tests
15. Document Results
16. Analyze Results & Extract Learning

#### How will you make the new way happen?
17. Plan Rollout & Execute
18. Measures of Success

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**1. Starting Point**

- **a.** What is the need (e.g. outcome) or gap that caused this project to be considered in the first place?
  
  We feel there is more time spent on the administration pieces of the food inspection process than necessary within the food program. With approximately 727 restaurants to inspect which entails 1500+ inspections per year and limited resources we need to make the process as efficient as it can possibly be.

- **b.** Who is establishing the need?
  
  Health Department Staff

- **c.** How is the need being measured and is it possible for this project to make an impact on that measure?
  
  By decreasing the time it takes to do food inspections minus the time of the inspection itself. This includes prep time, travel time, and end of the year administration time. We will gather baseline data by having staff complete time logs for each section of their inspection process from beginning to end. Also, we will track amount of time spent on end of the year process. We believe we can reduce the administrative inspection time by 33%.

- **d.** What data or analysis was used to establish that this project will make a key impact?
  
  Discussion with staff about inefficient workplace processes within the food inspection program.

- **e.** What scope (e.g. geographic, organization, customer) are you expected to impact?
  
  The food program; 7-8 food program staff; ultimately serving the customers of Tazewell County more efficiently.

- **f.** What conditions are being placed on this project?
  
  - Do not want to negatively affect the quality of the food inspection itself
  - Avoid putting any undue burden on the customer
  - No additional waste can be generated

**2. Vision** (What do you want to achieve in the long range and without any restrictions? *Generate a picture or description of your ideal condition. How will it look for the customers, our team, and for the taxpayers/funding sources?*)

- To significantly reduce the amount of time spent on the administrative portion of food inspections and significantly reduce the paper/material waste within the food program.
3. **Current State** (Description of how the process and organization is operating now; Quantitative if possible, always factual and based on observation)

<table>
<thead>
<tr>
<th>Stakeholder</th>
<th>Description</th>
<th>How do you know? (Data if available)</th>
</tr>
</thead>
</table>
| Customers         | • Inconsistencies from one inspection report to another at times especially if inspected by different inspectors each time.  
                    • Most strive to do the best job possible and seemed receptive to the inspector's information. | Heard it from the customers while gathering knowledge.         |
| Financial         | • Hidden administrative costs and unnecessary burden on staff  
                    • Paper/material costs                                                   | Time study and all the duplicate paperwork.                    |
| Your Team         | • Often complain about software slowness in the field  
                    • End of year process is extremely time consuming                     | Heard it from staff while gathering knowledge.                 |

4. **Goal or Target Condition** (What is the objective? Which piece of the gap are you addressing?)

**TO:** Reduce the costs associated with the administrative work steps of the food inspection process.

5. **Customers and Beneficiaries** (Who benefits from achieving the goal? What populations are targeted?)

- Food program staff (9 environmental health staff)
- Health Department Administration (Budget)
- Tazewell County Food Facility Managers

6. **Benefit** (What are the benefits from achieving the goal?)

**SO THAT:**

- There is a reduction of the overall time associated with running the food program allowing time for inspectors to complete all food inspections with limited resources along with the other EH work that they are assigned; thus saving costs spent on the food program
- There is a reduction in the material/paper supplies used in the food program thus saving costs spent on the food program.
- The food facility managers receive a food inspection that is consistent regardless of which food inspector performs the process.

7. **Measures and Targets** (What quantitatively will be achieved?)

<table>
<thead>
<tr>
<th>Beneficiaries</th>
<th>What Measured</th>
<th>How Measured</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Staff</td>
<td>Administrative time</td>
<td>Time it takes to complete a food inspection minus the inspection itself</td>
<td>33% reduction in administrative time</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>By the end of the Kaizen project</td>
</tr>
<tr>
<td>Health Department Administration</td>
<td>Materials saved</td>
<td>Amount of materials for each food inspections</td>
<td>50% reduction in material use</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>By the end of the Kaizen project</td>
</tr>
</tbody>
</table>

8. **Conditions** (What do you need to be successful?)

- The quality of steps 2, 4, and 8 of food inspection itself is not negatively impacted
9. Team Members and Roles (Who is directly involved and How?: Training Needs?)

<table>
<thead>
<tr>
<th>Name</th>
<th>Role</th>
<th>Work process related interests / concerns</th>
<th>Project Expectations</th>
<th>Project, QI skills</th>
</tr>
</thead>
<tbody>
<tr>
<td>Karen Irons</td>
<td>Process Owner</td>
<td>Food Program Supervisor</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Karla Burress</td>
<td>QI Leader</td>
<td>QI</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ev Neavear</td>
<td>Decision maker for labor and funds available for the proposed process improvements</td>
<td>Director of Environmental Health.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Eric Bakota</td>
<td>Epidemiologist, QI team Co-leader and has done food inspections. Can execute suggested improvements</td>
<td>QI and Food Inspections</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Kim Sams</td>
<td>Food Inspector—can execute suggested improvements</td>
<td>Food Inspections</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Katie Traekenschuh</td>
<td>Food Inspector—can execute suggested improvements</td>
<td>Food Inspections</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Emily Starzynski</td>
<td>Food Inspector; Health educator for EH</td>
<td>Food Inspections</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Vicki Tyler</td>
<td>Will assist with the creative process and data collection</td>
<td>QI</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Pam Vecellio</td>
<td>Kaizen Expert--Will Assist in leading the event</td>
<td>Continual Impact LLC partner; Kaizen Coach</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Grace Gorenflo</td>
<td>Will assist with the creative process</td>
<td>An Independent public health consultant</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Training Needs

10. Project Schedule (Activities to go about solving the problem)

- **By:** What is the approach to the problem?
- **High level activities:**
  - Preparing for the kaizen event
  - Conducting the kaizen event
  - Institutionalizing the improvements

11a. Data and Information Collection (What will you collect? Who? When?)

<table>
<thead>
<tr>
<th>WHAT</th>
<th>WHO</th>
<th>WHEN</th>
</tr>
</thead>
<tbody>
<tr>
<td>Time within each step of the process will be tracked</td>
<td>Inspectors and Supervisor</td>
<td>January and February 2014</td>
</tr>
<tr>
<td>Gathering Practical Knowledge</td>
<td>QI Team leader and QI team members</td>
<td>December 2013, January and February 2014</td>
</tr>
<tr>
<td>Supplies used within each step will be tracked</td>
<td>EH Staff</td>
<td>March 2014</td>
</tr>
</tbody>
</table>
**Food Inspection Process (Current Process)**

**Sub Step 1: Establish inspection schedule**

- **Indoor Supervisor**
  - **START:** End of Month
  - Review calendar to assign restaurants
  - Determine total # of food days available / inspector
  - Pull, Copy, Paste HIGH priorities / inspector
  - Pull, Copy, Paste MEDIUM priorities / inspector
  - Pull, Copy, Paste LOW priorities / inspector
  - Print calendars / inspector
  - File calendar at desk
  - Provide inspector calendar

- **Inspector**

- **Admin. Assistant**

- **Info/ Deliverables/ Job Aids/ Templates**

- **Systems**

<table>
<thead>
<tr>
<th>Work content Time</th>
<th>10 mins.</th>
<th>110 mins.</th>
<th>15 mins.</th>
<th>15 mins.</th>
<th>15 mins.</th>
<th>5 mins.</th>
<th>3 mins.</th>
<th>10 mins.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Elapsed Time</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Total time 183 mins**

**Sub Step 2: Prepare for Inspections**

- **Indoor Supervisor**

- **Inspector**

- **Admin. Assistant**

- **Info/ Deliverables/ Job Aids/ Templates**

- **Systems**

<table>
<thead>
<tr>
<th>Work content Time</th>
<th>5 mins.</th>
<th>0-15 mins.</th>
<th>5 mins./fac</th>
<th>5 mins.</th>
<th>1 mins.</th>
<th>5 mins.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Elapsed Time</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Total time: 21-36 mins.**

Date created March 17, 2014
Food Inspection Process (Current Process)

**Sub Step 3: Complete Inspection**

- **Travel to facility**
- **Set up computer & printer**
- **Get items out of bag**
- **Complete Inspection**
- **Access Garrison (offline or online)**
- **Check notes, compare codes with violations identified**
- **Enter facility # and complete report**
- **Review the report**
- **Submit the report**
- **Print the report**
- **Fill out HACCP check list**
- **Pack up**
- **Travel to next destination**

**Elapsed Time**
- Total time: 34-161 mins.
- 5.5 mins
- 1-10 mins
- 0-15 mins
- 5 mins
- 1 mins
- 5 mins
- 5 mins
- 5-30 mins
- 30 sec
- 15 mins
- 30 sec
- 5 mins
- 30 sec
- 3 mins
- 15 mins
- 5 mins
- 30 sec

**System: Garrison**
- Laptop
- Fanny pack, tool belt, vest
- Test equipment
- Clipboard
- Hair net
- Closed toe shoes
- HACCP checklist
- Cheat sheet of codes
- Inspection bag
- Inspection bag

**Systems**
- Garrison
- Garrison
- Garrison
- Garrison
- Garrison
- Garrison
- Garrison
- Printer
- MS Word
- Copier

**Work content Time**
- 5-30 mins
- 3-15 mins
- 5 mins
- 2-15 mins
- 0-15 mins
- 1-10 mins
- 5 mins
- 1 mins
- 5 mins
- 5 mins
- 5-30 mins

Date created March 17, 2014

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**Food Inspection Process (Current Process)

Sub Step 4: Complete Paperwork**

- **Enter data from written report**
- **Sync laptop**
- **Follow up required**
- **Generate facility history**
- **Complete and print form letter**
- **Copy entire package (3)**
- **Gather and attach education material**
- **Mail letter & education to facility**
- **Place packets in cube form**

**Elapsed Time**
- Total time: 57 mins.

**System: Garrison**
- Laptop
- Inspection report
- HACCP check list
- Inspection report
- HACCP check list
- Inspection report
- HACCP check list
- Inspection bag
- Inspection bag
- Inspection bag

**Systems**
- Garrison
- Garrison
- Garrison
- Garrison
- Garrison
- Garrison
- Garrison
- Printer
- MS Word
- Copier

**Work content Time**
- 15 mins
- 30 sec
- 5 mins
- 30 sec
- 5 mins
- 30 sec
- 3 mins
- 15 mins
- 5 mins
- 30 sec

Date created March 17, 2014
### Food Inspection Process (Current Process)

#### Sub Step 5: Supervisor Follow-up

<table>
<thead>
<tr>
<th>Role</th>
<th>Activities</th>
<th>Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>Indoor Supervisor</td>
<td>Gather forms from bin, Sort into piles, Review inspections, Enter inspection date, Address &amp; piles, Visiting with inspector regarding inspection, Move to Filing bin</td>
<td>15 mins.</td>
</tr>
<tr>
<td>Inspector</td>
<td>Read / Review follow ups, Go to Step 6: Filing</td>
<td>2 mins.</td>
</tr>
<tr>
<td>Admin, Assistant</td>
<td>Follow up needed? Yes, Return inspection to inspector to follow up, No, Go to Step 2: Prepare for Inspection</td>
<td>30 sec.</td>
</tr>
<tr>
<td>Info/ Deliverables/ Job Aids/ Templates</td>
<td>Written report, Inspection report + HACCP check list, Inspection report + HACCP check list, Inspection report + HACCP check list, HACCP check list, Inspection bag, Inspection bag</td>
<td>5 mins</td>
</tr>
<tr>
<td>Systems</td>
<td>Access</td>
<td>30 sec.</td>
</tr>
</tbody>
</table>

**Work content Time**

<table>
<thead>
<tr>
<th>Activity</th>
<th>Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total time</td>
<td>71 mins.</td>
</tr>
</tbody>
</table>

**Elapsed Time**

<table>
<thead>
<tr>
<th>Role</th>
<th>Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>Indoor Supervisor</td>
<td>2 mins.</td>
</tr>
<tr>
<td>Inspector</td>
<td>2 mins.</td>
</tr>
<tr>
<td>Admin, Assistant</td>
<td>15 mins.</td>
</tr>
</tbody>
</table>

#### Sub Step 6: File the Report

<table>
<thead>
<tr>
<th>Role</th>
<th>Activities</th>
<th>Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>Indoor Supervisor</td>
<td>Gather files, Categorize files, File</td>
<td>15 mins.</td>
</tr>
<tr>
<td>Inspector</td>
<td>Categorize files, File, End</td>
<td>30 sec.</td>
</tr>
<tr>
<td>Admin, Assistant</td>
<td>Go to Page 4, Complete paperwork, Go to Step 5: Supervisor Follow-up</td>
<td>5 mins</td>
</tr>
<tr>
<td>Info/ Deliverables/ Job Aids/ Templates</td>
<td>Inspection packets, Inspection packets, Inspection packets</td>
<td>30 sec.</td>
</tr>
<tr>
<td>Systems</td>
<td>Access</td>
<td>30 sec.</td>
</tr>
</tbody>
</table>

**Work content Time**

<table>
<thead>
<tr>
<th>Activity</th>
<th>Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total time</td>
<td>16 mins.</td>
</tr>
</tbody>
</table>
### Prioritize Issues: 2x2 Ranking Matrix

<table>
<thead>
<tr>
<th>Category</th>
<th>Issues/Wastes</th>
<th>Severity of Issue / Impact on Problem</th>
<th>Scale</th>
<th>Issue Frequency</th>
</tr>
</thead>
<tbody>
<tr>
<td>Garrison</td>
<td>Time for Garrison to load</td>
<td>2</td>
<td>1 - No spell check in Garrison</td>
<td>3</td>
</tr>
</tbody>
</table>

#### 12. Conduct Cause and Effect Analysis (Priority issues and solutions from Cause and Effect Analysis)

<table>
<thead>
<tr>
<th>Category</th>
<th>Issues/Wastes</th>
<th>Root Causes</th>
<th>Solutions or Additional CI Methods to use</th>
<th>Speed and Cost to Implement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Garrison</td>
<td>Getting kicked out of Garrison</td>
<td>1. Using offline version &lt;br&gt;2. Don’t have WiFi in the field &lt;br&gt;3. Computer doesn’t have enough power</td>
<td>Use online version &lt;br&gt;Determine ram requires for future devices</td>
<td>Priority 1</td>
</tr>
<tr>
<td>Garrison</td>
<td>Can’t access codes offline</td>
<td>Using offline version</td>
<td>Use online version</td>
<td>Priority 1</td>
</tr>
<tr>
<td>Too much paper</td>
<td>Too much paper in the process</td>
<td>This is the way we have always done it!</td>
<td>On-line reporting</td>
<td>Priority 1</td>
</tr>
<tr>
<td>Printer Issues</td>
<td>Printers do not perform as needed</td>
<td>1. Inconsistently performing printers &lt;br&gt;2. Different printers due to tech changes &lt;br&gt;3. Printers are low quality &lt;br&gt;4. Lack of available printer &lt;br&gt;5. Printers are not charged</td>
<td>Eliminate on-site printing &lt;br&gt;Email report &lt;br&gt;Mail report, when email is not accepted</td>
<td>Priority 1</td>
</tr>
</tbody>
</table>
### 13. Improvement Hypothesis

(Summary of potential means to achieve goal)

<table>
<thead>
<tr>
<th>Issue</th>
<th>Improvement</th>
<th>Expected Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>Too much paper</td>
<td>Eliminate paper printouts by</td>
<td>Decrease in paper costs, paper management</td>
</tr>
<tr>
<td></td>
<td>• enabling inspection reports online</td>
<td>Food establishments sign inspection report electronically</td>
</tr>
<tr>
<td></td>
<td>• electronic signature</td>
<td>Food establishments accept mailed inspection report (email or paper mailed later)</td>
</tr>
<tr>
<td></td>
<td>• digital HACCP check list</td>
<td>Decrease amount of filing</td>
</tr>
<tr>
<td></td>
<td>Only print out reports for the 3 year audit</td>
<td></td>
</tr>
<tr>
<td>Garrison performance (offline &amp; online)</td>
<td>Enable inspectors to always have Garrison on-line access</td>
<td>Eliminate online issues</td>
</tr>
<tr>
<td></td>
<td>Provide inspectors hand held device to use during the inspection</td>
<td>Eliminate offline use</td>
</tr>
<tr>
<td></td>
<td>Predefined options available on Garrison</td>
<td>Eliminate syncing</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Decrease typing up hand written report</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Access to most current facility information, other pertinent EH data</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Inspection is recorded as the inspection occurs</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Decrease write up time of inspection report</td>
</tr>
<tr>
<td>Printers do not perform as needed</td>
<td>Eliminate on-site inspection printing</td>
<td>Decreased material costs</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Printer issues eliminated</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Email report to facilities</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Decrease amount of filing</td>
</tr>
</tbody>
</table>
**TRY**

14. **Test Hypotheses** *(How will you test the potential solutions?)*

- Update the project schedule *(For trial and learning)*

<table>
<thead>
<tr>
<th>Tests</th>
<th>How</th>
<th>When</th>
<th>Who</th>
<th>Successful if…</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Test proposed technology (tablet, air card, laptop, signature, Garrison)</td>
<td>Out in the field on inspection</td>
<td>Thurs.</td>
<td>Katie and Kim</td>
<td>Use online Garrison in the field to complete the inspection form and attach the HACCP checklist.</td>
</tr>
<tr>
<td>2. Test existing laptop with aircard to see if we can capture electronic signatures in order to be paperless.</td>
<td>Here in the conference room</td>
<td>Thurs.</td>
<td>Kim</td>
<td>Can capture and email</td>
</tr>
<tr>
<td>3. Test the Inspection Drop down boxes in Garrison as if we were doing an inspection.</td>
<td>Out in the field on inspection</td>
<td>Thurs.</td>
<td>Katie and Kim</td>
<td>If Dropdown boxes work without glitches</td>
</tr>
<tr>
<td>4. Test the process for viewing reports in Garrison with an inspector.</td>
<td>In Conference Room</td>
<td>Wed.</td>
<td>Emily</td>
<td>Emily was able to view reports without glitches</td>
</tr>
<tr>
<td>5. Test the process of attaching the HACCP report to the Inspection Report</td>
<td>In The Field on an Inspection</td>
<td>Thurs.</td>
<td>Katie, Kim</td>
<td>HACCP form is attached to the inspection report within Garrison</td>
</tr>
</tbody>
</table>

**15. Results:** attach graph/table of actual trial performance

---

**LEARN**

16. **Learning** *(For the trials, what worked and did not, why and what are you doing as a result? Is the result repeatable?)*

<table>
<thead>
<tr>
<th>Reasons</th>
<th>Learning: Why?</th>
<th>Direction: Actions to be taken</th>
</tr>
</thead>
<tbody>
<tr>
<td>Air card worked</td>
<td>Disconnected from network when tried to install on own</td>
<td>Jim needs to install on new technology</td>
</tr>
<tr>
<td>Signature Works</td>
<td>It is hard to do with stylist with this computer</td>
<td>Worked with the finger, maybe hold the button down for the customer while they sign.</td>
</tr>
<tr>
<td>Report emailed</td>
<td>Signature did not show up on their copy; if they do not have outlook express they could not open the attachment; internet capability of the facilities may be an issue.</td>
<td>Verify that inspectors know how to PDF and their system can PDF; Transmit it as a PDF</td>
</tr>
<tr>
<td>HACCP form</td>
<td>Was not user friendly</td>
<td>Has been fixed and tested no action necessary.</td>
</tr>
<tr>
<td>Drop down boxes</td>
<td>General statements so still had to type in</td>
<td>Add the green “x” box into the</td>
</tr>
</tbody>
</table>
## INSTALL

**17. Installation Plan** (Steps to operationalize the new process and make it stick. Attach new process map below.)

- See the project schedule

<table>
<thead>
<tr>
<th>What</th>
<th>When</th>
</tr>
</thead>
<tbody>
<tr>
<td>Inspector Training</td>
<td>Today, 9 AM, March 21&lt;sup&gt;st&lt;/sup&gt;</td>
</tr>
<tr>
<td>Go-Live Monday, March 24&lt;sup&gt;th&lt;/sup&gt;</td>
<td></td>
</tr>
<tr>
<td>Define, Purchase, &amp; Prepare new tablets</td>
<td>April 30, 2014</td>
</tr>
<tr>
<td>Deploy new tablets/ Future Process 100% implemented.</td>
<td>May 30, 2014</td>
</tr>
</tbody>
</table>
Food Inspection Process (Future Process)

**Sub Step 1: Establish inspection schedule**

- **START:** End of Month
- **Review calendar to assign restaurants**
- **Pull, Copy, Paste H/M/L priorities/inspector**
- **Assign food facilities for each inspector**
- **Email copy inspector schedule**

**Elapsed Time:**
- Indoor Supervisor: 10 mins.
- Inspector: 110 mins.
- Admin, Assistant: 15 mins.
- Info/ Deliverables/ Job Aids/ Templates: 5 mins.
- Systems: 5 mins.
- Total: 140 mins.

**Sub Step 2: Prepare for Inspections**

- **Receive calendar and schedule**
- **Look up facilities with unique qualifiers and determine available inspection times**
- **Review history in the Summary Report**
- **Restock Inspection bag supplies**

**Elapsed Time:**
- Indoor Supervisor: 0-15 mins.
- Inspector: 3-5 mins.
- Admin, Assistant: 2 mins.
- Info/ Deliverables/ Job Aids/ Templates: 2 mins.
- Systems: 10 secs.
- Total: 15-27 mins.

**Sub Step 3: Inspection**

- **Travel to destination**
- **Get tools out of bag for the inspection**
- **Read, Review, submit report**
- **Attach HACCP report**
- **Email report and Ed. Material**
- **Pack up**
- **Travel to next destination**

**Elapsed Time:**
- Indoor Supervisor: 5-30 mins.
- Inspector: 2 mins.
- Admin, Assistant: 2 mins.
- Info/ Deliverables/ Job Aids/ Templates: 10 sec.
- Systems: 2 mins.
- Total: 17.77 mins.
Food Inspection Process (Future Process)

Sub Step 4: Completion

1. Indoor Supervisor
   - Go to Page 2, Step 3 Inspection
   - Follow up Required?
     - Yes: Report Critical Violations
     - No: Print Report
       - Package and Mail
       - Fill out & print form letter & attach in Garrison & Put 1 copy in to be filed
       - Package and Mail 2nd copy
       - Send to Karen’s In Box

2. Inspector
   - Need to Print?
     - Yes: Print Report
     - No: Go to Step 5: Supervisor Follow-up

3. Admin, Assistant
   - Follow up Required?
     - Yes: Copy 2 facility histories
     - No: Go to Page 2, Step 3 Inspection

4. Info/ Deliverables/ Job Aids/ Templates
   - • Computer
   - • Copier
   - • Ed. Material
   - • Facility History report
   - • Copier
   - • Ed material

5. Systems
   - Garrison
   - Garrison Word
   - G-drive
   - Garrison Access
   - Access
   - Free space

6. Work content Time
   - Total time: 13.5-18.5 mins.

Sub Step 5: Supervisor Follow-up

1. Indoor Supervisor
   - Go to Page 2, Step 3 Inspection
   - Review inspections and reports; Enter Data into Access
   - Concerns with the inspection?
     - Yes: Visit with inspector regarding inspection
     - No: Email needed Follow ups

2. Inspector
   - Concerns with the inspection?
     - Yes: Email needed Follow ups
     - No: Go to Page 2, Step 3 Inspection

3. Admin, Assistant
   - Concerns with the inspection?
     - Yes: Email needed Follow ups
     - No: Go to Page 2, Step 3 Inspection

4. Info/ Deliverables/ Job Aids/ Templates
   - • Inspection report
   - • Notes
   - • Computer

5. Systems
   - Garrison Access
   - Access
   - Free space

6. Work content Time
   - Total time: 3 mins.

Sub Step 6: File

1. Indoor Supervisor
   - Go to Page 2, Step 3 Inspection
   - Follow up Required?
     - Yes: File
     - No: Go to Page 2, Step 3 Inspection

2. Inspector
   - Follow up Required?
     - Yes: File
     - No: Go to Page 2, Step 3 Inspection

3. Admin, Assistant
   - Follow up Required?
     - Yes: File
     - No: Go to Page 2, Step 3 Inspection

4. Info/ Deliverables/ Job Aids/ Templates
   - • Computer

5. Systems
   - Garrison Access
   - Access
   - Free space

6. Work content Time
   - Total time: 2 mins.

Elapsed Time
- Total time: 32 mins.
**Potential Results**

<table>
<thead>
<tr>
<th>Hours / Yr</th>
<th>Current</th>
<th>Future</th>
<th>Goal</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hours per inspection</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Current</td>
<td>6.743</td>
<td>2,591</td>
<td>33%</td>
</tr>
<tr>
<td>Potential Savings</td>
<td>62%</td>
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<table>
<thead>
<tr>
<th>Material Costs / Yr</th>
<th>Current</th>
<th>Future</th>
<th>Goal</th>
<th>Potential Savings</th>
</tr>
</thead>
<tbody>
<tr>
<td>$870.34</td>
<td>$2.72</td>
<td>50%</td>
<td>99.7%</td>
<td></td>
</tr>
</tbody>
</table>

18. **Measure Success** attach graph/table of installed performance

Documents below will be used in measuring our success. We will do a time study the Week of 4/27/2014 and an additional time study the Week of 5/25/2014. At that point we will have data to upload to our Food Inspection Measures table.

**Measure Definition**

**Background:**
- What is the measure name?
- Who is the measure owner?
- Time
- Karen Irons
- Material
- Karen Irons

**Alignment & Decision Making**
- What Strategy or Tactic does this measure align with?
- What Cause or Effect are you trying to address?
- What decisions/actions are required if the measure’s goal is not achieved?
- System Stability, maximizing resources (goal 1)
- Efficiency
- CIS
- System Stability, maximizing resources (goal 2)
- Efficiency
- CIS

**Type**
- Perspective (Strategic, Tactical, Operating)
- Focus (Results, Activities, Resources)
- View (Internal, External facing)
- Tactical, Operating
- Increase programmatic capacity with existing resources
- Internal
- Tactical, Operating
- Increase programmatic capacity with existing resources
- Internal

**Definition**
- Anchor
- How is it defined?
- What is the target?
- Administration time
- Time it takes to complete a food inspection minus the inspection itself
- 33% reduction in
- Paper waste
- Amount of materials for each food inspections
- 50% reduction in material
population group):  
- Time the target is to be achieved: 
- Trend:  
- Expected accuracy of measure (+/- %): 

administerative time  
- 5/30/14  
- 
- 

used  
- 5/30/14  
- 
- 

**Procedure**  
- Who collects the information?  
- When (frequency and timing)?  
- How collected?  
- How verified?  

- Karen Irons  
- Once a month  
- Time study  
- Review w/employee  

- Karen Irons  
- Once a week, report once a month  
- Inventory paper used  

**Analysis**  
- Who analyzes the data?  
- How (steps, statistical methods applied, statistics generated)?  

- Karla Burress/QI, KI  
- Statistics generated  

- Karla Burress/QI, KI  
- Statistics generated  

**Reporting**  
- Who?  
- When (timing) and frequency of report?  
- Visual representation (e.g. graph, number) (Insert sample graph)  
- How transmitted (e.g. posted where, email to who, where are results stored)?  

- Karen Irons  
- Once a month  
- Graph  
- Posted G drive, Kaizen  

- Karen Irons  
- Once a month  
- Graph  
- Posted G drive, Kaizen  

<table>
<thead>
<tr>
<th>Time / Inspection</th>
<th>Goal</th>
<th>Raw Data</th>
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<tr>
<td>Oct-15</td>
<td>3.70</td>
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**Food Inspection Administrative Time**  
Excludes Inspection Time

- Time / Inspection  
- Goal

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### Food Inspection Material Costs

<table>
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<tr>
<th># Pages received by supervisor</th>
<th>$ Spent</th>
<th>Goal</th>
<th>Paper</th>
<th>Cartridge</th>
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<tr>
<td>Feb-15</td>
<td>$-</td>
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</table>

2.95 ream of paper
500 pages per ream
43.99 printer cartridge
110000 pages per cartridge

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4/7/2014 (2 weeks since process implementation) Process Owner Karen Irons holds a CIS meeting to find out how implementation has gone thus far. Karen later states, “I couldn’t have done standardization of this process without Kaizen.”