

Tazewell County Health Division

***What takes more time the Inspection
or the Admin tasks?***

Food Inspection Process

Kaizen Event

March 17-21, 2014

Our Starting Point

We complete over 2,000 food establishment inspections a year. There is more time spent on the administration pieces of the food inspection process than necessary within the food program. Excluding the inspection time, current food inspection administrative time is 7 hours per inspection, totaling to ~120 hours per week of staff time.

Vision

The value added steps in the Food Establishment process are enhanced by stream lining the administrative tasks and material costs used by the Inspectors and Supervisor.

Immediate Improvements

- Reduce time to create inspection schedule
- Streamline the previous inspection summary report
- E-mail the inspection schedule
- Electronic HACCP check list
- Email inspection report to facilities
- Standard drop down codes in Garrison
- No more printing during the inspection
- Reduced copies of Repeat Critical (3 to 2)
- No reports to Cube Farm

Forthcoming Improvements

- New tablets for inspectors
- 99% + inspections are completed on line
- Electronic signature

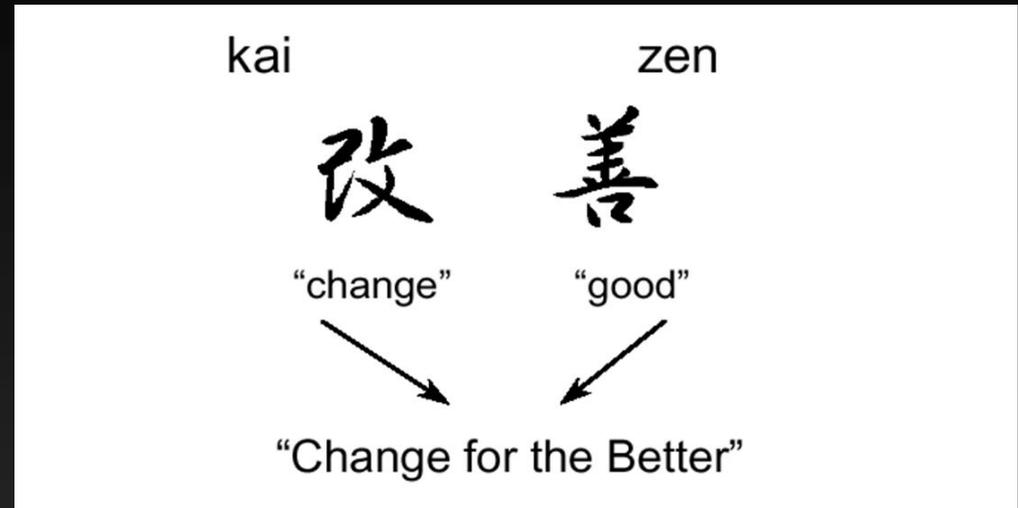
Potential Results

Minutes / inspection			
	Current	Future	Savings
Step 1: Food Inspection Schedule	183	133	50
Step 2: Prepare for Inspection	26	18	8
Step 3: Inspection (ex PIC interaction)	81	42	39
Step 4: Complete paperwork	57	12	45
Step 5: Supervisor Follow up	71	18	53
Step 6: Filing the inspection reports	1	1	-
Total in minutes:	418.6	224.1	194.6
Total in hours:	7.0	3.7	3.2

Hours / Yr			
Current	Future	Goal	Potential Savings
6,743	2,591	33%	62%

Material Costs / Yr			
Current	Future	Goal	Potential Savings
\$ 870.34	\$ 2.72	50%	99.7%

Our approach ... kaizen



A group of methods for making work process improvement. Planned team event conducted in the workplace systemically uncovering waste in a work process and eliminate it in rapid fashion

What is Continual Quality Improvement?

Achieving sustainable performance beyond what is thought possible by unlocking the limitless capacity of an organization's most valued resource – **its people**

Through the identification of **focused** improvement areas, elimination of **non-value added work** through the use of improvement **methods** to diagnosis and **solve** problems, **test** solutions, **measure** results, **learn**, and **install** sustainable change

Value Is

Anything that

- a. the customer recognizes as valuable and is willing to pay for, AND
- b. Changes the product or information, AND
- c. Is done right the first time.

Waste Is

Anything that consumes resources without adding value

Waste Presents Itself in Different Forms

- 1. Moving**
- 2. Stopping**
- 3. Searching**
- 4. Inspecting**
- 5. Getting Ready**
- 6. Things Gone Wrong**
- 7. More Than Needed**
- 8. Not Needed**

Day 1

Day 1 Newspaper:

Focus the Team:

- ✓ Introduce team members & their roles of the Team
- ✓ Kaizen and Working with Others Overview
- ✓ Review Daily Newspaper and Day 1 Goal
- ✓ Confirm goal; Understand & Validate starting point, Scope & Goals; Firm up Measures

Gather process data + information:

- ✓ Use process map to understand the current process
 - Walk the process to validate the current process
 - Incorporate input provided prior to and during the event
 - Gather Waste / Issues

Communicate Progress

Our Goal

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

FOR:

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

SO THAT:

Your text here

- 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.

CONDITIONS: The quality of steps 2, 4, and 8 of food inspection itself is not negatively impacted

STANDARDS:

Beneficiaries	What Measured	How Measured	Target	
			How Much	By When
Staff	Administrative time	Time it takes to complete a food inspection minus the inspection itself	33% reduction in administrative time	By the end of the Kaizen project
Health Department Administration	Materials saved	Amount of materials for each food inspections	50% reduction in material use	By the end of the Kaizen project

Our Team



Our Food Inspections

Inspections

	2013	2014
Re-inspections		
- Cat I	81	
II	337	209
III	3	
Boutline		
- Cat I	710	
II	658	
III	138	
Temp		423
<p>Reg Vol = 4284</p> <p>Critical Vol = 715</p>		<p>2046 / yr.</p> <p>2046</p>

Focusing the Team



Remember the koosh ball exercise?

- Focus
- Goal Measurement
- Teamwork
- Thinking out of the box
- Learnings

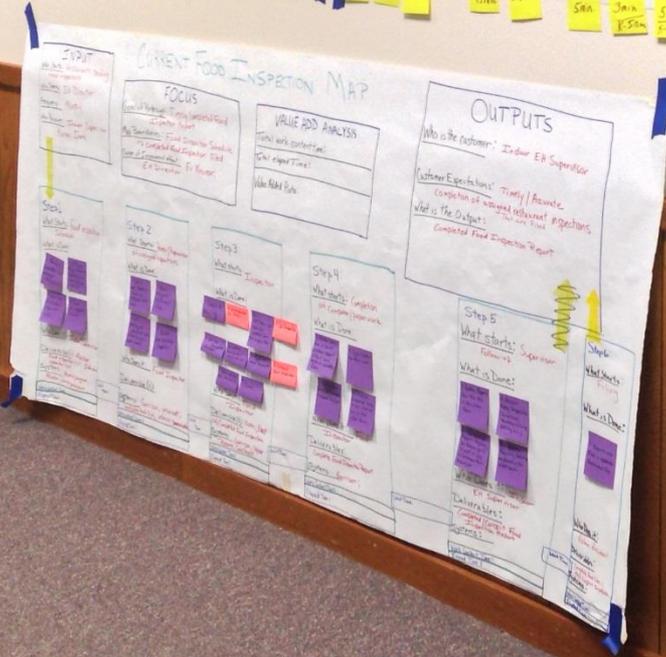
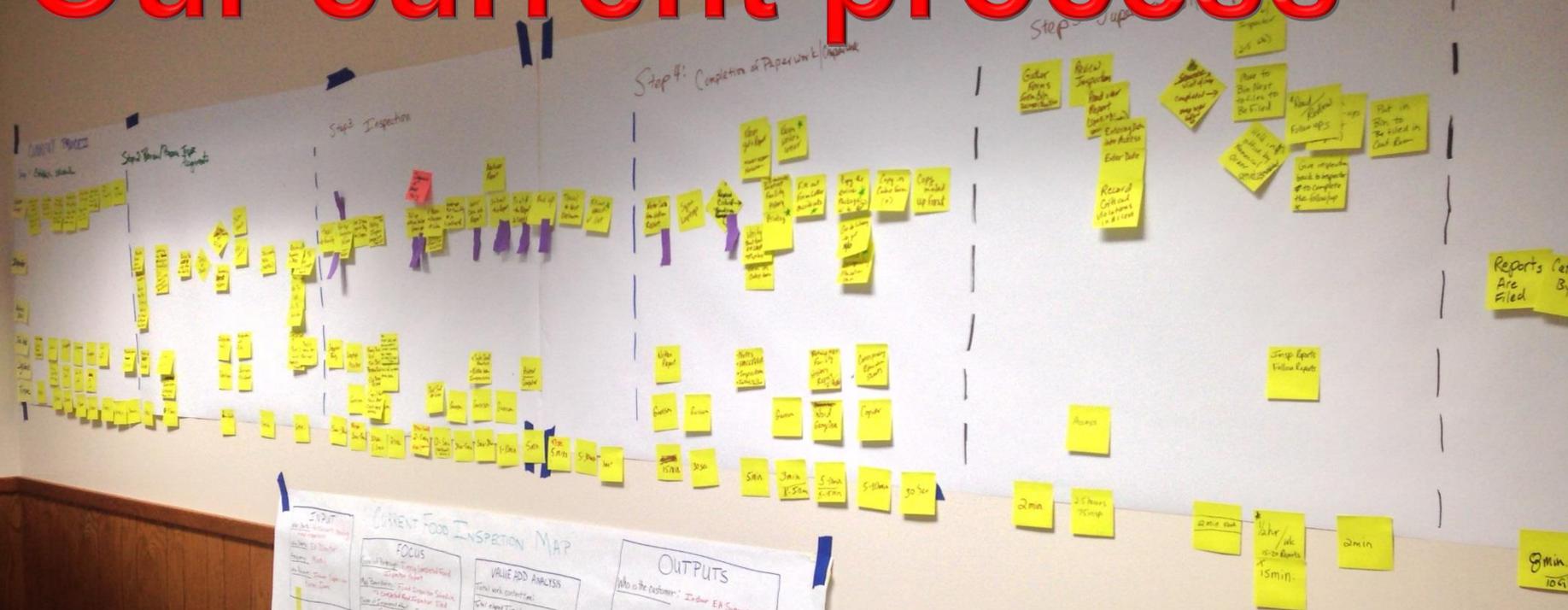


Capturing our current process

Capturing our current process



Our current process



Our Current Process

Food Inspection Process (Current Process)

Date created March 17, 2014

Sub Step 6: File the Report



Food Inspection Process (Current Process)

Date created March 17, 2014

Sub Step 5: Supervisor Follow-up



Food Inspection Process (Current Process)

Date created March 17, 2014

Sub Step 4: Complete Paperwork



Food Inspection Process (Current Process)

Date created March 17, 2014

Sub Step 3: Complete Inspection



Food Inspection Process (Current Process)

Date created March 17, 2014

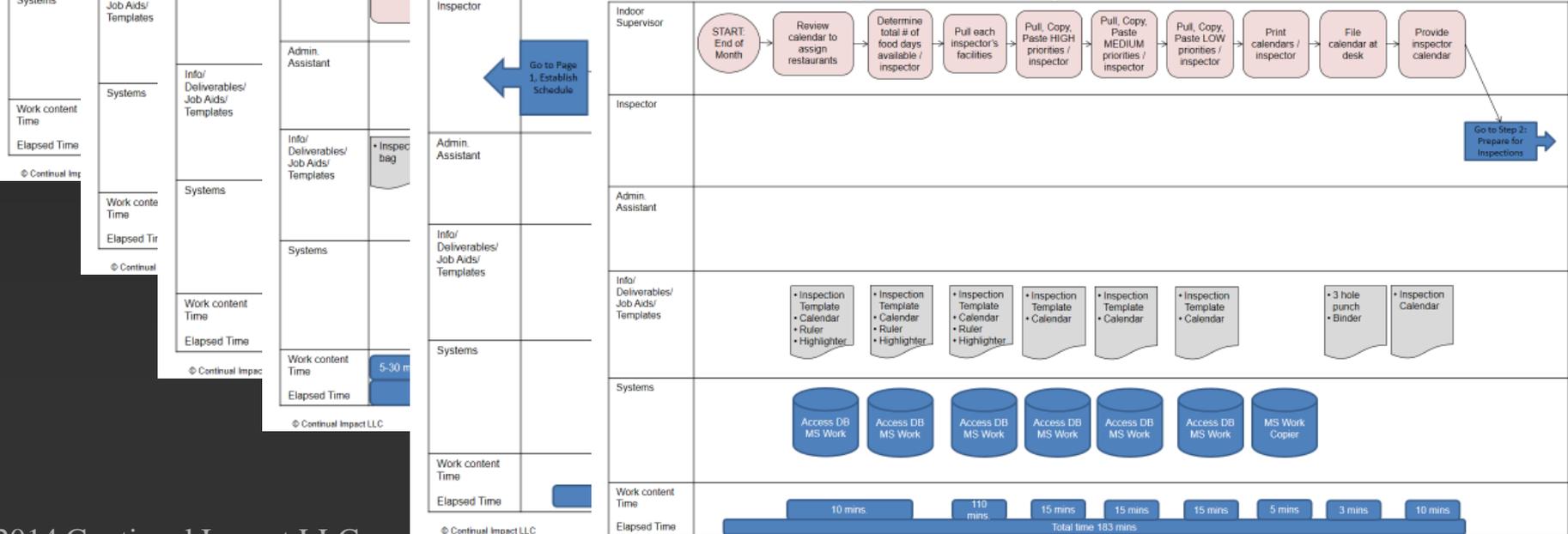
Sub Step 2: Prepare for Inspections



Food Inspection Process (Current Process)

Date created March 17, 2014

Sub Step 1: Establish inspection schedule



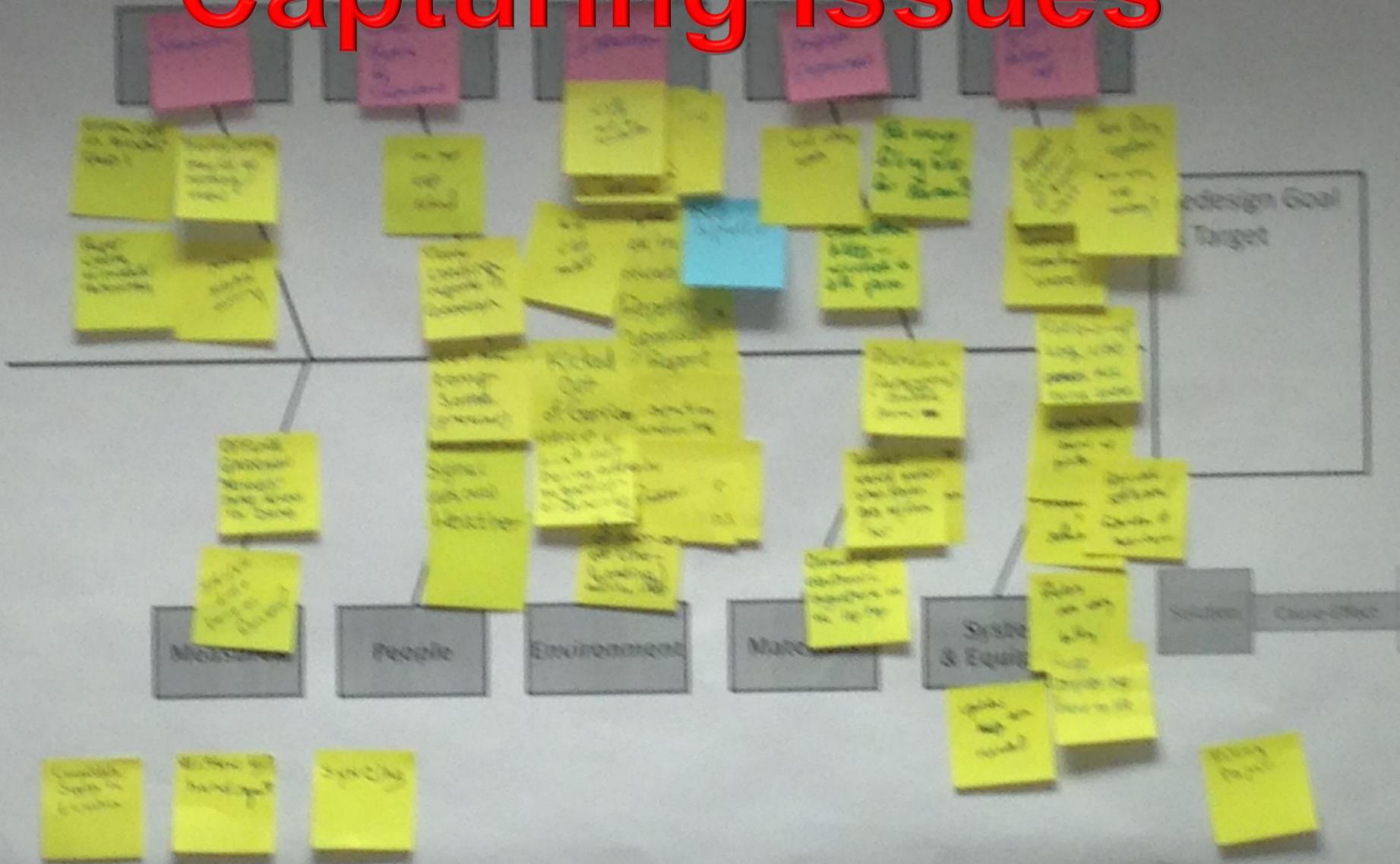
Current Process Waste

The 8 Forms of Waste

MOVING	<ul style="list-style-type: none"> Turn go into 1 Room to room from 4 to her office Travel Syncing Turning in Inspections Transfer Notes
STOPPING	<ul style="list-style-type: none"> Any do Waiting for PIC Printer Issues Garrison Waiting for Managers Security
SEARCHING	<ul style="list-style-type: none"> Looking for Printer Cartridge to do work Materials - People Reinspection Repeat Critals
INSPECTING	<ul style="list-style-type: none"> Annual Audit Re Inspect Repeat Critical Letters
GETTING READY	<ul style="list-style-type: none"> Printing Printing over - Tearing down Setting up monthly
THINGS GONE WRONG	<ul style="list-style-type: none"> Technology Facility Changes Hours/Days
MORE THAN NEEDED	<ul style="list-style-type: none"> Printed copies HACCP inspection checklist
NOT NEEDED	<ul style="list-style-type: none"> Scheduling issues Garrison makes multiple copies

Cause & Effect Analysis

Capturing Issues



Lots of potential!



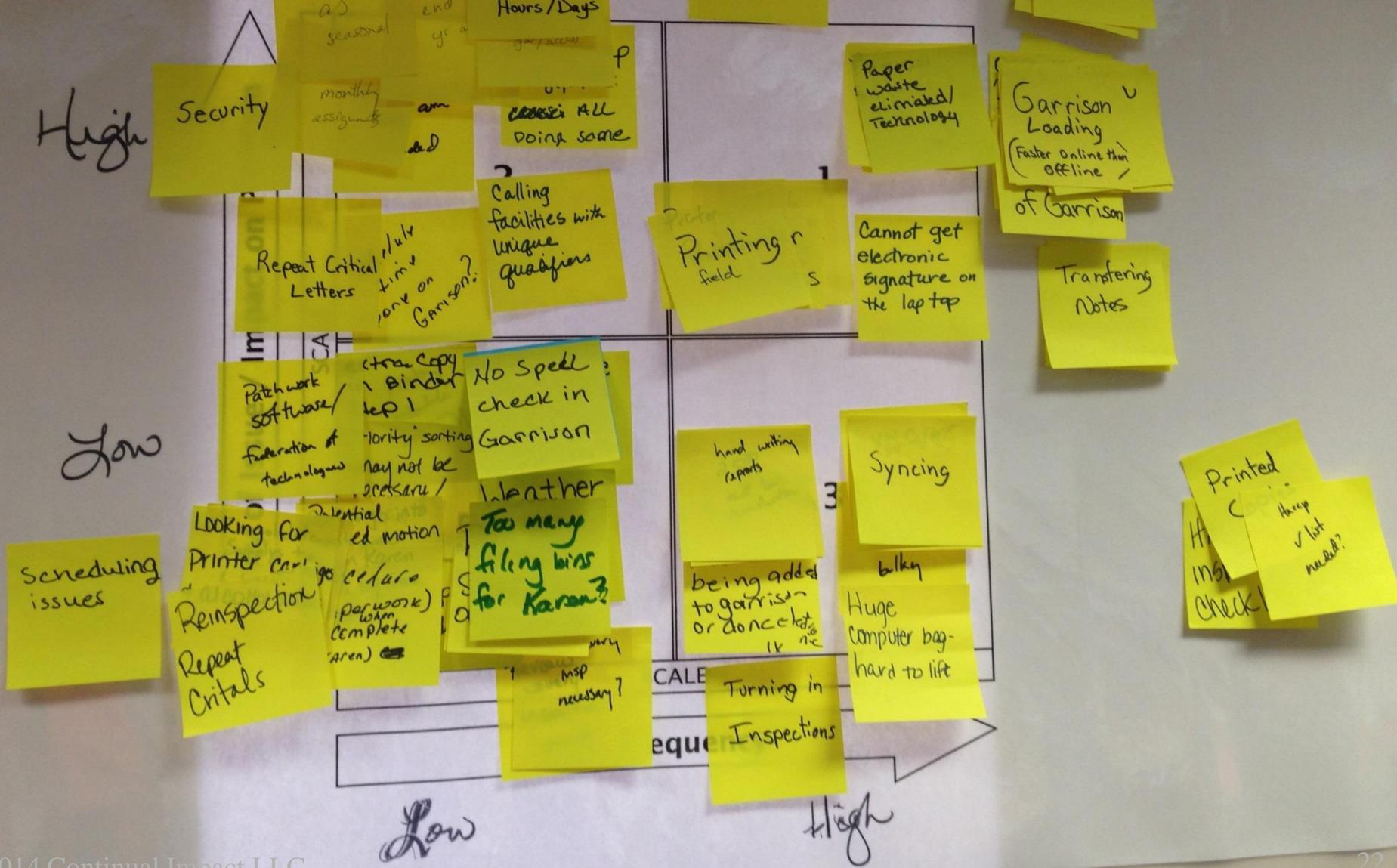
S
S

Day 2

Day 2 Newspaper:

- ✓ • Overnight Thoughts
- ✓ • Complete understanding the current state
 - ✓ - Process observations
 - ✓ - Update the process map(s)
 - ✓ - Capture wastes + issues
- ✓ • Evaluation (cause + effect analysis)
- ✓ • Begin indentifying solutions
- ✓ • Review parking lot items
- ✓ • Communicate progress

Prioritizing Issues

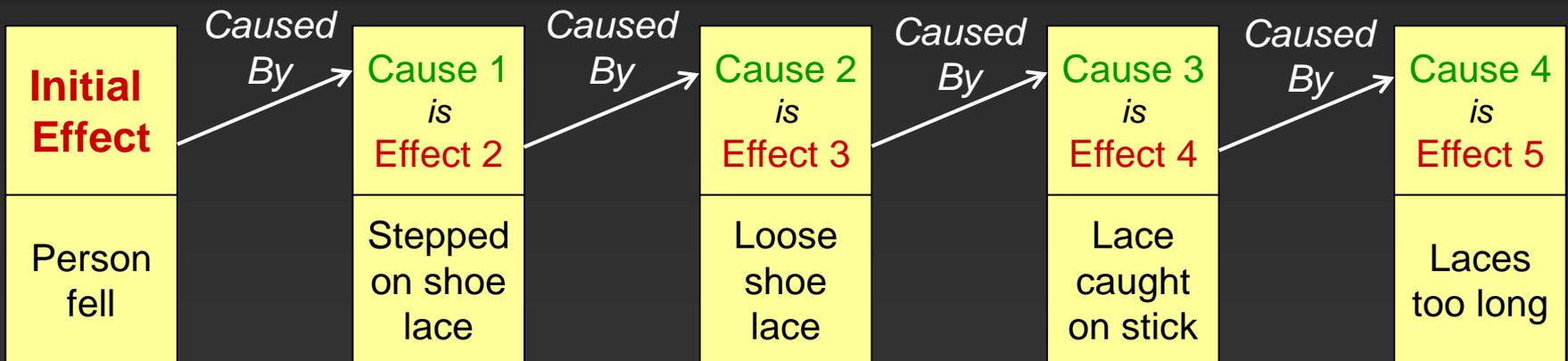


Getting to the root of issues



The 5 Why's Approach

- **What:** Simple technique for root causing an issue by asking “Why?” at least 5 times.
- **Why:** Asking why a least 5 times increases the probability of getting past symptoms and understanding the root of the problem.



Deep thinking...

solutions



Improvement Hypothesis

Issue	Improvement	Expected Results
Too much paper	Eliminate paper printouts by <ul style="list-style-type: none"> • enabling inspection reports online • electronic signature • digital HACCP check list Only print out reports for the 3 year audit	<ul style="list-style-type: none"> • Decrease in paper costs, paper management • Food establishments sign inspection report electronically • Food establishments accept mailed inspection report (email or paper mailed later) • Decrease amount of filing
Garrison performance (offline & online)	Enable inspectors to always have Garrison on-line access Provide inspectors hand held device to use during the inspection Predefined options available on Garrison	<ul style="list-style-type: none"> • Eliminate online issues • Eliminate offline use • Eliminate syncing • Decrease typing up hand written report • Access to most current facility information, other pertinent EH data • Inspection is recorded as the inspection occurs • Decrease write up time of inspection report
Printers do not perform as needed	Eliminate on-site inspection printing	<ul style="list-style-type: none"> • Decreased material costs • Printer issues eliminated • Email report to facilities • Decrease amount of filing

Day 3

Day 3 Newspaper

Overnight Thoughts

Confirm Solutions will
achieve the goal

Develop the future state process
Map + validate the future state
Begin Developing Solutions

Communicate Progress

Designing the future process



FUTURE STATE

Step 1: Establish State

Step 2: Review/Prepare Seeking

PROCESS

Step 2: Review/Prepare Seeking

Step 3: Implement







Our future process



Assigning solution development tasks

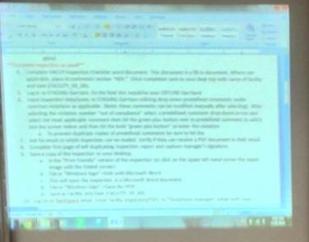


Kaizen = Action



WORKING WITH OTHERS

Task	Time	Responsible Party
1. Review the project plan	10:00 - 10:30	John
2. Discuss the current status	10:30 - 11:00	Jane
3. Identify any issues or risks	11:00 - 11:30	Mike
4. Develop a solution	11:30 - 12:00	John
5. Assign tasks and responsibilities	12:00 - 12:30	Jane
6. Review the meeting minutes	12:30 - 1:00	Mike



Day 4 Objectives

- Create a list of thoughts
- How do we make this process "lock-proof"
- Work on developing solutions
- Test / Learn / Plan
- Develop Training
- Process Owner Training
- Communicate Progress

Norms:

- Everyone's Engagement / Focus
- Use Voluntary / Other Skills
- Learning Environment
- Stay on Track / Use "Relay"
- Stay on Schedule

Goal

To achieve the goals associated with the project, it is the goal of the project to:

- 1. Meet the project goals
- 2. Meet the project goals
- 3. Meet the project goals
- 4. Meet the project goals
- 5. Meet the project goals

Day 4

Day 4 Newspaper

- Overnight Thoughts
- How do we make this process "bullet proof"
- Work on developing solutions
- TEST / Learn / Modify
- Develop Training
 - Process Owner Training
- Communicate

Validating our future process

Have we addressed our Issues?
Have we incorporated our Solutions?
Have we eliminated Wastes?
Is it bullet proof?





Norms:

- Everyone's Engagement / Focus
- Use Working with Others Skills
- Learning Environment
- Stay on Track's Use "Parking Lot" for Follow-up
- One Conversation @ a Time
- If there are concerns, talk about it as a team in this room
- Have Fun

Goal

In order to be successful with the admin staff, we need to do the following:

- 1. Good communication
- 2. No blame
- 3. Clear roles

FUTURE STATE

Step 1: Education

Step 2: Recruitment/Setup

Step 3: Preparation

Step 4: Completion

Step 5: Supervisor Followup

Step 6: File Review

PROCESS

1. Identify

2. Plan

3. Execute

4. Review

5. Adjust

Step 9: Completion of Preparation

1. Review

2. Plan

3. Execute

4. Review

5. Adjust

Testing the tablet during an inspection



Testing the Process

Tests	How	When	Who	Successful if...
1. Test proposed technology (tablet, air card, laptop, signature, Garrison)	In the field, during an inspection	Thurs.	Katie and Kim	Able to use online Garrison in the field to complete the inspection form and attach the HACCP checklist.
2. Test existing laptop with air card to see if we can capture electronic signatures in order to be paperless.	In the field, during an inspection		Kim	Able to use online Garrison Able to capture elec. Signature Able to email inspection report
3. Test the Inspection Drop down boxes in Garrison as if we were doing an inspection.	Down in EH Conference room with another inspector	Thurs.	Emily	Drop down boxes address >= 80% of codes
4. Test the process for viewing reports in Garrison with an inspector.	In the CR, In Training	Thurs, Fri	Emily	All inspectors use this report
5. Test the process of attaching the HACCP report to the Inspection Report	In Training	Fri	All Inspectors	All inspectors can attach report

What have we learned from the tests?

Reasons	Learning: Why?	Direction: Actions to be taken
Air card worked	Disconnected from network when tried to install on own	Jim needs to install
Signature Works	It is hard to do with stylist with this computer	Worked with the finger, maybe hold the button down for the customer while they sign.
Report emailed	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.	Verify that inspectors know how to PDF and their system can PDF; Transmit it as a PDF
HACCP form	Was not user friendly	Has been fixed and tested no action necessary.
Drop down boxes	General statements so still had to type in comments but they are shorter	Add the green "x" box into the training
Was able to access the code and get online		
Worried about dropping the tablet		Wanting to make the tablet more secure
Formatting issues with Garrison and the tablet. Curser would move unexpectedly	Entering data it got bigger Location would jump across the screen.	Contact Garrison about hardware and software interfacing issues Verify that our system can run Garrison without glitches
Typing lag. Did not initially know what the code was	Made typing slower because of waiting for it to load To look up the code on garrison was not the easiest and it took a lot of time	Verify that our hardware does not have that lag Scanned document of the Code short cut sheet
Wasn't able to enter the information all at once using the touch screen so needed to go back and use the blue tooth Date was small Predefined dropdown comments were duplicated at times.	This added time on the end of the inspection due to having to type in additional information Sometimes clicked the wrong date Had to go back and delete extra copy.	Possible talk to text later so insure our technology has a microphone.

**Hmm...Is the ASUS
the best tablet for us?**



Creating the solutions



Working the Actions (Solutions)

PROJECT TEAM PROBLEM SOLVING			
Test existing laptop with software to see if we can capture electronic signatures in order to be paperless.	None in the conference room		the inspection form and attach the HACCP checklist
Test the inspection Drop-down covers in Camson as if we were doing an inspection.	Down in EH Conference room with another inspector	Thurs	Emily
Test the process for viewing reports in Camson with an inspector			Emily
Test the process of attaching the HACCP report to the inspection Report			Kate Kim

Day 4 Newspaper

- Overnight Thoughts
- Test Prep
- How do we make this process 'bulletproof'
- Work on developing solution
- TEST / Learn / Modify
- Develop Training
 - Process Owner Training
- Communicate Progress

Norms:

- Everyone's Engagement / Focus
- Use Working with Others Skills
- Learning Environment
- Stay on Track / Use "Parking Lot" for follow-up
- ONE Conversation @ a Time
- If there are concerns, let's talk about it as a team in this room
- Have Fun

Goal

• Replace the roles associated with the admin work sheet in the test inspection process

Ex: food program shifts

40 hours, food quality mps

• Test: Test of how to run the table

(Name) 33?

50?

FUTURE

• [Sticky notes]

CURRENT

• [Sticky notes]

[Pinned papers on wall]

Creating the Training Plan

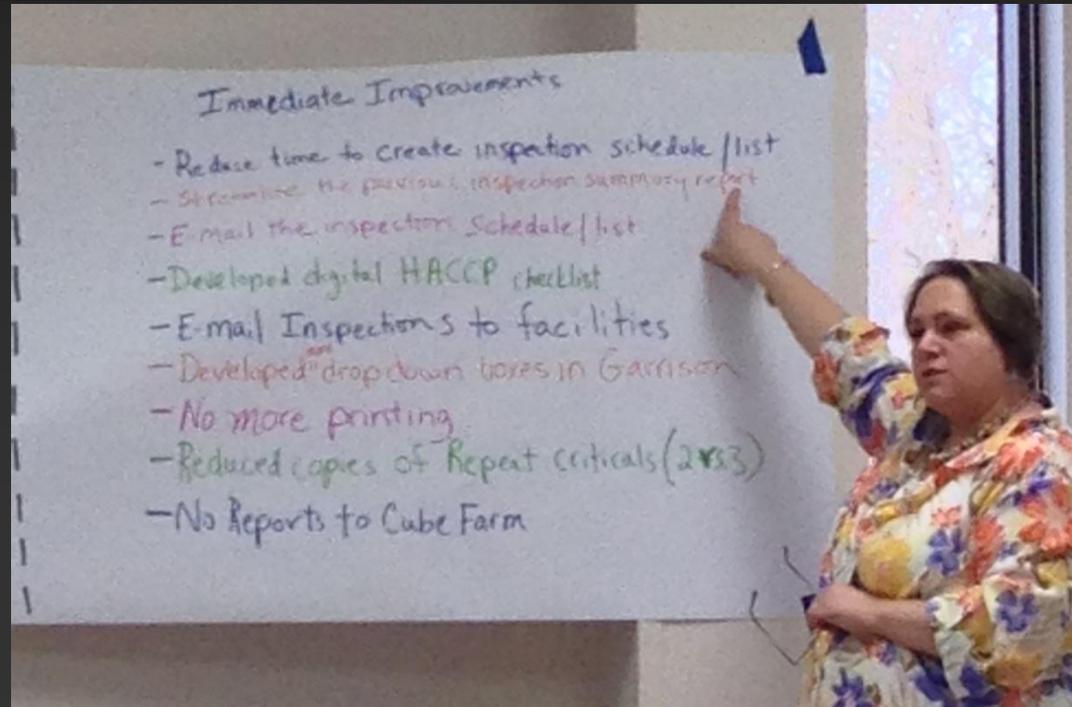


Day 5

- ## Day 5 Newspaper
- overnight thoughts
 - Training
 - Prepare
 - Perform
 - Learn
 - Finish Out Action Items
 - Close Out
 - Group Picture
 - Process Owner Hand Off
 - Report Out

Training on the new process





Putting our Continual Improvement System into action



Next steps / What to expect

What	When
Inspector Training	Today, 9 AM
Go-Live Monday, March 24th	
Define, Purchase, Prepare & Deploy new tablets	April

Potential Results

“Kaizen shocked us, we thought that we were going to spend a week to remove 10 minutes.”...instead we identified how to remove 190 minutes.

Minutes / inspection			
	Current	Future	Savings
Step 1: Food Inspection Schedule	183	133	50
Step 2: Prepare for Inspection	26	18	8
Step 3: Inspection (ex PIC interaction)	81	42	39
Step 4: Complete paperwork	57	12	45
Step 5: Supervisor Follow up	71	18	53
Step 6: Filing the inspection reports	1	1	-
Total in minutes:	418.6	224.1	194.6
Total in hours:	7.0	3.7	3.2

Hours / Yr			
Current	Future	Goal	Potential Savings
6,743	2,591	33%	62%

Material Costs / Yr			
Current	Future	Goal	Potential Savings
\$ 870.34	\$ 2.72	50%	99.7%