



STATE OF CONNECTICUT
OFFICE OF POLICY AND MANAGEMENT

September 15, 2017

The Honorable Marilyn Moore, Senate Democrats Chair
The Honorable Len Suzio, Senate Republicans Chair
The Honorable Diana S. Urban, House Chair
Committee on Children, State Capitol, Room 011
Hartford, CT 06106

The Honorable Michael A. McLachlan, Senate Republicans Chair
The Honorable Mae Flexer, Senate Democrats Chair
The Honorable Daniel J. Fox, House Chair
Government Administration and Elections Committee, Legislative Office Building, Room 2200
Hartford, CT 06106

The Honorable Marilyn Moore, Senate Democrats Chair
The Honorable Joe Markley, Senate Republicans Chair
The Honorable Catherine F. Abercrombie, House Chair
Human Services Committee, Legislative Office Building, Room 2000
Hartford, CT 06106

The Honorable Heather B. Somers, Senate Republicans Chair
The Honorable Theresa B. Gerratana, Senate Democrats Chair
The Honorable Jonathan Steinberg, House Chair
Public Health Committee, Legislative Office Building, Room 3000
Hartford, CT 06106

Dear Committee Chairs:

Enclosed please find the Licensure and Certification Workgroup Interim Report as required by Section 1 (d) of Special Act 17-21.

If you have any questions on the report, please call me at the Office of Policy and Management at 860-418-6212.

Sincerely,

A handwritten signature in blue ink, appearing to read "Alison Newman Fisher".

Alison Newman Fisher, Director LeanCT
Office of Policy and Management

cc: Members and Clerks of the Children, Government Administration and Elections, Human Services, and Public Health Committees
Benjamin Barnes, Secretary, Office of Policy and Management
Clerk of the Senate
Clerk of the House
Office of Legislative Research
State Librarian



LICENSURE AND CERTIFICATION WORKGROUP: INTERIM REPORT

*Special Act 17-21: Establishing A Working Group To
Review The Licensure and Certification Process For
Certain Nonprofit community Providers*

September 15, 2017

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Executive Summary

The Licensure and Certification Workgroup (LCW) was formed pursuant to [Special Act 17-21](#). The Act requires the Office of Policy and Management (OPM) to convene a workgroup to conduct a review of the certification and licensure processes of certain nonprofit community providers, and study potential efficiencies. Membership must consist of 6 representatives of non-profit community providers and two representatives from the Department of Children and Families (DCF), Department of Developmental Services (DDS), Department of Mental Health and Addiction Services (DMHAS) and Department of Public Health (DPH). A progress report must be submitted to the legislature by September 15, 2017 and a final report is due to the legislature by December 31, 2017.

Progress Update

The following activities have been completed as of September 15, 2017:

- The state's LeanCT Director, Alison Fisher, OPM, was charged with implementing SA 17-21 through the convening of a workgroup and facilitation of the Lean process.
- State agencies used the Lean process to identify potential licensure and certification efficiencies within their individual agencies.
- The Licensure and Certification Workgroup (LCW) was formed to participate in the statewide Lean process that will review the certification and licensure processes of certain nonprofit community providers and identify potential efficiencies.
- An official [LCW web page](#)¹ was established on the OPM website
- The first meeting of the LCW was held on August 29, 2017.
- The five day Kaizen event that will be used to identify cross-agency efficiencies and develop a timeline for implementation has been scheduled for November 3, 2017 – November 9, 2017.
- State agencies are currently compiling source documents (statutes, regulations and agency policies/protocols) needed to successfully implement the five day Kaizen event.

Next Steps

The LCW is on track to complete its work and submit a final report containing recommended efficiencies to the state's various licensure and certification processes to the state legislature and the committees of cognizance by December 31, 2017. The following will occur over the next three months to ensure the LCW meets the goals of SA 17-21.

- State agencies will locate and catalogue all source documents relating to licensure and certification processes (i.e. statutes, regulations, agency protocols etc.) prior to the first day of the five day Kaizen;
- LCW members will electronically work to identify and define the roles of (1) facilitator(s); champions; (3) business owner(s); (4) team members; and (5) guests prior to the five day Kaizen;
- Convene five day Kaizen event Friday, November 3, 2017 – Thursday, November 9, 2017. This communication tool will allow the group to transform the current licensure and certification process by focusing on process flow, customer pull, standard work, and reducing waste. By the end of day five, the LCW will have an understanding of what the group would like to accomplish and how to measure success with quantitative and qualitative data.
- Submit a final report containing recommendations for efficiencies to the state legislature and committees of cognizance by December 31, 2017.

¹ LCW web address: <http://www.ct.gov/opp/cwp/view.asp?Q=595480>

Licensure and Certification Workgroup Membership

Member Category	Designee	Agency/Organization
Lean Facilitator	Alison Fisher, Director LeanCT	Office of Policy & Management
LCW Staff	Melissa Morton, Planning Analyst	Office of Policy & Management
Representing Non-Profits	Steve Girelli, President & CEO	Klingberg Family Centers
Representing Non-Profits	Alyssa Goduti, President & CEO	CT Council of Family Service Agencies
Representing Non-Profits	Anne Ruwet, CEO	Central CT ARC
Representing Non-Profits	Rick Radocchia, Chief Clinical Officer	MCCA
Representing Non-Profits	Stan Soby, VP Public Policy & External Affairs	Oak Hill
Representing Non-Profits	William Young, Chief Strategy Officer	Intercommunity
Representing a State Agency	Jim McPherson	Department of Children and Families
Representing a State Agency	Jim Moore	Department of Children and Families
Representing a State Agency	Josh Scalora	Department of Developmental Services
Representing a State Agency	Claudine Testani	Department of Developmental Services
Representing a State Agency	Natasha Kennedy	Department of Mental Health & Addiction Services
Representing a State Agency	Mary Mason	Department of Mental Health & Addiction Services
Representing a State Agency	Barbara Cass	Department of Public Health
Representing a State Agency	Alice Martinez	Department of Public Health

Background and Statutory Authority

The Licensure and Certification Workgroup (LCW) was formed pursuant to [Special Act 17-21](#). The Act requires the Office of Policy and Management (OPM) to convene a workgroup to conduct a review of the certification and licensure processes of certain nonprofit community providers, and study potential efficiencies. Membership must consist of 6 representatives of non-profit community providers and two representatives from the Department of Children and Families (DCF), Department of Developmental Services (DDS), Department of Mental Health and Addiction Services (DMHAS) and Department of Public Health (DPH). A progress report must be submitted to the legislature by September 15, 2017 and a final report is due to the legislature by December 31, 2017.

SA 17-21 was passed to address the following issues with the state's current licensure and certification processes:

- Multiple state agencies have licensure and certification requirements for the same community providers. Lean can be used to streamline internal and external licensure processing to improve workflow and create efficiencies at a time when state and community resources are stretched.
- Nonprofit providers need to do more with less, and have identified perceived inefficiencies in regulatory function across multiple state agencies.
- State agencies face a shrinking workforce and budget while the State and Federal entities continue to mandate activities for them to implement.

Process – Utilizing Lean

OPM will be utilizing the Lean process to achieve the goals of SA 17-21.

What is Lean?

Lean/continuous improvement is a systematic method of examining an issue when a process is not working, or when resources are limited, and facilitating collaborative conversation around current process, related issues, and how to resolve issues in the future. In state government, it is a philosophy requiring a change in mindset used to bridge the gap between program, fiscal and IT staff. It requires staff to step back from daily work and collaboratively determine who is involved in an issue, who/what is impacted and what data is available versus the daily “firefighting” of challenges.

Why is Lean being used to implement SA 17-21?

The LCW will be implementing the Lean process to meet the charge put forth in SA 17-21 because it is a continuous improvement process that results in: (1) improved quality, (2) cost effectiveness; (3) service delivery and responsiveness to the public; and (4) frees up staff time to focus on more important activities. Lean has many benefits, the greatest of which may be staff development and improved morale. Specifically, the LCW will hold a five day Kaizen (continuous improvement) event to achieve the goals of Lean for the state's licensure and certification processes².

² To learn more about Lean and its utilization in Connecticut state government visit [the LeanCT web page](#).

The following sections detail progress as of September 15, 2017 and plans for implementing Lean this fall to identify areas for potential efficiencies within the state's licensure and certification process for state agencies and impacted non-profit community providers.

Progress Update

Summary

The following activities have been completed as of September 15, 2017:

- The state's LeanCT Director, Alison Fisher, OPM, was charged with implementing SA 17-21 through the convening of a workgroup and facilitation of the Lean process.
- State agencies used the Lean process to identify potential licensure and certification efficiencies within their individual agencies.
- The Licensure and Certification Workgroup (LCW) was formed to participate in the statewide Lean process that will review the certification and licensure processes of certain nonprofit community providers and identify potential efficiencies.
- An official [LCW web page](#)³ was established on the OPM website
- The first meeting of the LCW was held on August 29, 2017.
- The five day Kaizen event that will be used to identify efficiencies and develop a timeline for implementation has been scheduled for November 3, 2017 – November 9, 2017.
- State agencies are currently compiling source documents (statutes, regulations and agency policies/protocols) needed to successfully implement the five day Kaizen event.

Individual Agency Leans

Upon passage of SA 17-21 DCF, DDS and DPH conducted internal licensure and certification process reviews (Lean) with the following aim and objectives:

Aim of all Leans

- Improve service while limiting disruption for the individuals we support by reviewing our current licensure processes;
- Reduce non-value added activities, and the burden put on the provider network where possible;
- Maintain requirements for a safe and secure environment;
- Ensure efficiencies by convening an intensive workgroup;
- Improve relationships with providers;
- Review process for contract monitoring (DMHAS).

Objectives

- Develop two or three recommendations to improve efficiency by September 15, 2017;
- Document and define processes to standardize the work and incorporate recommendations into the future state;
- Educate providers and legislators on the licensing process.

During the process review agencies engaged in the following activities:

- Reviewed licensing process and roles;

³ LCW web address: <http://www.ct.gov/opp/cwp/view.asp?Q=595480>

- Identified pain points, non-value added steps (waste) and opportunities for improvement;
- Developed recommendations to improve our process, ease provider burdens, and reduce pain points;
- Established a work plan to achieve our goals by identifying short and long term action items; and
- Developed performance measures.

Results

As a result of the licensure and certification process review agencies achieved the following:

- Identified efficiencies already in place;
- Developed recommendations to improve efficiency;
- Documented and defined processes to standardize work and incorporate recommendations into the future state of the licensure and certification process;
- Shared their findings and recommendations with the LCW at the first meeting on August 29, 2017.

See **Appendix A** for a full report on the DCF, DDS and DPH individual agency licensure and certification process reviews.

Licensure and Certification Workgroup (LCW)

In August 2017, OPM formed the LCW as required by SA 17-21. The group is comprised of fourteen members, six representing specific categories of community non-profit providers and two staff from each of the following state agencies: DCF, DDS, DPH and DMHAS. The Department of Social Services will be consulted as needed. The workgroup is facilitated by OPM's LeanCT Director and staffed by the Policy Development and Planning Division. (See page 3 of this report for a complete membership list). The LCW held its kick-off meeting on August 29, 2017. (See **Appendix B** for the meeting agenda and minutes) During the first meeting workgroup members achieved the following:

- 1) Developed an understanding of the Lean process within state government and how it will be applied to finding efficiencies within the Connecticut's licensure and certification process across state agencies and community providers.
- 2) Agreed to the following principle as the touchstone that all recommendations coming out the Lean process must be measures against: The focus is on the people we serve. Although changes implemented through Lean may make work easier for state staff and providers, they can never be made at the detriment of the people receiving services. Throughout the five day Lean session, the LCW will check all process changes against this standard to measure the impact on those served by the affected state programs.
- 3) Established a timeline for the five day Kaizen event that will be the method utilized for the Lean process. See **Appendix C** to view the timeline.
- 4) Agreed to define the following roles and responsibilities via e-mail prior to the five day Kaizen event: (a) facilitator(s); (b) champions; (c) business owner(s); (d) team members; and (e) guests.
- 5) State agencies agreed to locate and catalogue all source documents relating to licensure and certification processes (i.e. statutes, regulations, agency protocols etc.) prior to the first day of the five day Kaizen;
- 6) Defined the purpose and scope of the licensure and certification Lean process; Identifying where items from the completed interagency process maps intersect, overlap or are independent. Agreement on the scope will assist the group with determining how to utilize the process maps that agencies have already created. Table 1 is a summary of the scope for the Licensure and Certification Lean.

Table 1: Summary of Scope: Licensure and Certification Lean

	In Scope	Out of Scope
Process	<ul style="list-style-type: none"> • Initial and renewal licensing processes for: <ul style="list-style-type: none"> ○ DDS ○ DCF ○ DPH • With help from: <ul style="list-style-type: none"> ○ DMHAS ○ DSS ○ Nonprofit Community Providers • For facilities as referenced in SA 17-21 • Standardization across agencies and staff regarding terminology and licensing visit check lists • Overlapping facility licenses 	<ul style="list-style-type: none"> • Accreditation • Non-licensing processes • Municipal involvement • Facilities licensed by the CT Court Support Services Division, Department of Correction, and the Office of Early Childhood. ,
Data Collection	<ul style="list-style-type: none"> • <u>All</u> state agency visits to provider-run facilities by type/reason for visit • Accreditation by facility/provider • License by facility/provider and type of license • Overlap of licenses and accreditation • All source documentation/requirements by facility and by program (i.e. regulation, statute, policy, procedure, practice) • Dual licensure by facility/provider 	

Next Steps

The LCW is on track to complete its work and submit a final report containing recommended efficiencies to the state's various licensure and certification processes to the state legislature and the committees of cognizance by the December 31, 2017. The following will occur over the next three months to ensure the LCW meets the goals of SA 17-21.

- State agencies will locate and catalogue all source documents relating to licensure and certification processes (i.e. statutes, regulations, agency protocols etc.) prior to the first day of the five day Kaizen;
- LCW members will electronically work to identify and define the roles of (1) facilitator(s); champions; (3) business owner(s); (4) team members; and (5) guests prior to the five day Kaizen;

- Convene five day Kaizen event Friday, November 3, 2017 – Thursday, November 9, 2017. The event will involve: (1) Utilization of an Implementation Plan that will ensure accountability by assigning tasks, names and deadlines; (2) Hold a five day Kaizen (Lean/continuous improvement) event. This communication tool will allow the group to transform the current licensure and certification process by focusing on flow, pull, standard work and reducing waste. A key component at the onset of this process is defining the scope of the problem; and (3) Utilization of Value Stream Mapping to examine information flow, service/process flow (identify the eight wastes and areas of overlap that impact providers) and develop a plan of action. By the end of day five the LCW will have a clear understanding of what the group would like to accomplish and how to measure success with quantitative and qualitative data.
- Submit a final report containing recommendations for efficiencies to the state legislature and committees of cognizance by December 31, 2017.

Appendix A – Summary of Agency Leans

SA 17-21: An Act Establishing a Working Group to Review the Licensure and Certification Process for Certain Nonprofit Community Providers: Progress Report

In Scope

Steps in preparing for, scheduling, execution and reporting of site visits for initial licensing applications and renewals for: behavioral health and outpatient clinics, child guidance clinics, residential child care facilities, extended day treatment facilities, and Licensed Community Living Associations (CLAs).

Documents and materials related to such reviews/visits are also included.

Start: Provider requests initial or renewal license (for DPH, DPH contacts provider for renewals)

Stop: Issuance of initial or renewal license

Out of Scope

Licensure process for any other type of facilities or settings, other non-licensing review processes, unrelated documents and materials.

Efficiencies We Have Already Implemented

DDS

- * Combining Quality System Review (QSR) and licensing visits (sampled in licensing year)
- * Reduced QSR indicators required for follow up from 36 to 21
- * No more repeat licensing citations for one deficiency
- * Allowing one corrective action plan for multiple not-met indicators requiring follow-up in QSR
- * No more physical inspection for Community Companion Homes with no individuals placed for 12 months
- * Until Nov. 30 all licensing and QSR visits will be pre-scheduled except for enhanced monitoring and one-year licenses

DPH

- * Electronic issuance of license (means facility can receive license immediately vs. postal mail)
- * Inspections for renewing providers may be done regardless of when application materials are finalized/submitted
- * The uniform licensing application (Biznet) has been implemented to allow for sharing of documentation between key stakeholders and reduce duplication
- * Consolidation of licensure activity for multiple inspection types
- * Integrated state program into federal database to allow for electronic reporting of violations

Ideas for Additional Improvement

DDS

To be completed by June 30, 2018

- * Waiver to automatically issue renewal license on off years vs. requiring providers to submit application packet on off year for their 2 year license
- * Waiver of Licensing fee
- * Streamline documentation review by allowing providers to submit Staff Training grid and doing spot-checks to verify data
- * Allow providers to complete and submit the Licensing Readiness Checklist vs. waiting for DDS Resource Management to complete and submit to Licensing

To be completed by December 31, 2019

- * Updated and streamlined business rules
- * Standardization of inspection process to support above
- * Electronic Licensing system with the following capabilities:
 - * Automated rules, scheduling, notification and work-flow
 - * Provider access to system including requesting licensure, submitting documents, receiving Summary of Citations and submitting Plans of Correction
 - * Electronic signature
 - * Electronic issuance of license

DCF

To be completed by October 1, 2018

- * Implement a single Annual Assessment of boilerplate items universal to all types of licenses for multi-license providers.
- * Perform HR records assessments in records rooms, once a year in the “off-season”.
- * Investigate allowing providers’ employees to begin working based on private background check until a Department of Emergency Services and Public Protection (DESPP) background check can be completed – Employees could be limited to orientation and training activities during this period.
- * Consider using the same licensing cycle as the accreditation body, for licenses with quarterly review cycles.
- * Pilot Mobility solutions for the Licensing Team, to improve efficiency and give providers quicker feedback.

To be completed by December 31, 2019

- * Improve BizNet Functionality – Reducing the need for the same documents to be submitted repeatedly, more intuitive functioning, improve workflow and allow for sharing of documents for different licenses within the same agency and amongst all the agencies. Expand documentation that can be uploaded. Allow for materials related to HR records to be uploaded and remain active for active employees, adding in new employees, background checks, educational records, etc.
- * DCF will develop a robust Provider Portal to assist in licensing activities as well as reporting activities.
- * Unify or standardize similar licensing regulations amongst all the Health and Human Services Agencies.

DPH

To be completed by June 30, 2018

- * Implement/pilot outlook calendar of scheduled inspections for the Facility Licensing and Investigations Section (FLIS)
- * Improve inspection process by standardizing and utilizing technology
- * Eliminate redundancies in requests for documentation
- * Develop and utilize a checklist for survey visits
- * Deliver provider training regarding Department requirements to providers
- * 100% of facilities ready for initial site visit by January 1, 2018

To be completed by December 31, 2018

- * Post violation letters with plans of correction to e-licensing platform
- * Define role and responsibility and relationship with other state partners for Life safety code requirements
- * Define role and responsibility and relationship with other state partners regarding food service operations

Appendix B – LCW Kick-off Meeting Agenda and Minutes



STATE OF CONNECTICUT OFFICE OF POLICY AND MANAGEMENT

Licensure and Certification Workgroup

August 29, 2017

10:00 – 12:00

OPM, Conference Room 2A

Agenda

- I. Welcome and Introductions
- II. Overview of SA 17-21
- III. Lean/Process Improvement Overview
- IV. Agency Process Review Updates and Findings
 - a. Department of Public Health
 - b. Department of Developmental Services
 - c. Department of Children and Families
- V. Scope of Interagency Work
- VI. Roles and Responsibilities
- VII. Proposed Work Plan and Schedule
- VIII. Next Steps
- IX. Adjournment

Licensure and Certification Workgroup (LCW)

August 29, 2017

10:00 – 12:00

OPM, Conference Room 2A

Minutes

Members Present: Barbara Cass (Department of Public Health); Steve Girelli (Klingberg Family Centers); Alyssa Goduti (CT Council of Family Service Agencies); Natasha Kennedy (Department of Mental Health and Addiction Services); Mary Mason (Department of Mental Health and Addiction Services); Alice Martinez (Department of Public Health); Jim McPherson (Department of Children and Families); Jim Moore (Department of Children and Families); Rick Radocchia (MCCA); Anne Ruwet (Central CT Arc); Josh Scalora (Department of Developmental Services); Stan Soby (Oak Hill); Claudine Testani (Department of Developmental Services); and William Young (Intercommunity).

Guests Present: Representative Cathy Abercrombie; Cindy Butterfield (Department of Children and Families); Josh Howroyd (Department of Children and Families); Jill Kennedy (Department of Public Health); Ben Shaiken (CT Community Nonprofit Alliance); and Bill Welz (Office of the Governor).

Members Excused: None

Meeting called to order at 10:05 A.M.

- I. **Welcome and Introductions:** Alison Fisher, OPM, facilitator of the LCW, welcomed members and defined her role as facilitator. Members and guests introduced themselves and their goals for the LCW.
- II. **Overview of SA 17-21:** Alison Fisher summarized the charge of the LCW as defined in [Special Act 17-21 - An Act Establishing A Working Group To Review The Licensure and Certification Process for Certain Nonprofit Community Providers.](#)
- III. **Lean/Process Improvement Overview:** Alison Fisher provided an [overview of Lean](#), what it is and how it works. Highlights of the presentation include:
 - Review of the 50 year history of Lean and its utilization in Connecticut State Government. Governor Malloy has requested that state agencies implement the Lean process whenever possible.
 - Lean/continuous improvement is a systematic method of examining an issue when a process is not working or resources are limited and facilitating collaborative conversation around current process, issues, and how to resolve issues in the future. In state government it is a philosophy requiring a change in mindset used to bridge the gap between program, fiscal and IT staff. It requires staff to step back from daily work and collaboratively determine who is involved in an issue, who/what is impacted and what data is available versus the daily “firefighting” of challenges.

- Why Lean? It leads to: (1) improved quality, (2) cost effectiveness; (3) service delivery and responsiveness to the public; and (4) frees up staff time to focus on more important activities. Lean has many benefits, the greatest of which may be staff development and improved morale.
- Key principle that the LCW will use as a touchstone throughout the Lean process: *The focus is on the people we serve*. Although changes implemented through Lean may make work easier for state staff and providers, they can never be made at the detriment of the people receiving services. Throughout the five day Lean session, the LCW will check all process changes against this standard to measure the impact on those served by the affected state programs.
- How Lean be implemented for the LCW: (1) Utilization of an Implementation Plan that will ensure accountability by assigning tasks, names and deadlines; (2) Hold a five day Kaizen (Lean/continuous improvement) event. This communication tool will allow the group to transform the current licensure and certification process by focusing on flow, pull, standard work and reducing waste. A key component at the onset of this process is defining the scope of the problem; and (3) Utilization of Value Stream Mapping to examine information flow, service/process flow (identify the eight wastes and areas of overlap that impact providers) and develop a plan of action.
- The LCW will have a clear understanding of what the group would like to accomplish and how to measure success with quantitative and qualitative data.
- Discussion followed the Lean overview presentation. Highlights are below:
 - The Lean process should be implemented to facilitate the work of the nonprofit cabinet;
 - There is overlap with the work of the LCW and the Nonprofit Cabinet. Members hoped the cabinet would be made aware of the findings from the LCW. Alison Fisher noted that Chair of the Nonprofit Cabinet, Anne Foley, is aware of the LCW and has been involved in its development. She noted that Melissa Morton, OPM staff for the LCW, works for Anne Foley.

IV. Agency Process Review Updates and Findings:

- The Department of Public Health, Department of Developmental Services, and Department of Children and Families each went through the Kaizen process prior to this meeting to identify individual agency *good states* (changes that can occur in a year) and *great states* (changes requiring longer than one year and needing external resources) to create efficiencies in their licensure and certification processes. Each agency summarized their results for members of the LCW. [Agency summaries](#) will be used as the starting point for the LCW five day Kaizen event this fall. In general, proposed recommendations for process improvement had little overlap across agencies which may indicate the ability to share mutually beneficial efficiencies during the Lean process.

V. Scope of Interagency Work

- The LCW defined the scope of the project: Identifying where items from the completed interagency process maps intersect, overlap or are independent. Agreement on the scope will assist the group with determining how to utilize the process maps that agencies have already created. Below is a summary of the scope for the Licensure and Certification Lean:

	In Scope	Out of Scope
Process	<ul style="list-style-type: none"> Initial and renewal licensing processes for: <ul style="list-style-type: none"> DDS DCF DPH With help from: <ul style="list-style-type: none"> DMHAS DSS Nonprofit Community Providers For facilities as referenced in SA 17-21 Standardization across agencies and staff regarding terminology and licensing visit check lists Overlapping facility licenses 	<ul style="list-style-type: none"> Accreditation Non-licensing processes Municipal involvement Facilities licensed by CSSD, DOC, and OEC
Data Collection	<ul style="list-style-type: none"> <i>All</i> state agency visits to provider-run facilities by type/reason for visit Accreditation by facility/provider License by facility/provider and type of license Overlap of licenses and accreditation All source documentation/requirements by facility and by program (i.e. regulation, statute, policy, procedure, practice) Dual licensure by facility/provider 	

- VI. Roles and Responsibilities:** Due to time constraints the group decided that roles and responsibilities will be developed via e-mail prior to the five day Kaizen event. The workgroup will need to identify and define the roles of (1) facilitator(s); (2) champions; (3) business owner(s); (4) team members; and (5) guests.

VII. Proposed Work Plan and Schedule: Alison Fisher informed the group that an accountability implementation plan will be developed to ensure the timely completion of tasks and shared the [timeline](#) for the five day Kaizen event.

VIII. Next Steps

- OPM staff will distribute a list of LCW members and their affiliations;
- OPM staff will distribute a larger version of the five day Kaizen timeline;
- OPM staff will share a summary of individual state agency Lean results;
- State agencies will locate and catalogue all source documents relating to licensure and certification processes (i.e. statutes, regulations, agency protocols etc.) prior to the first day of the five day Kaizen;
- LCW members will electronically work to identify and define the roles of (1) facilitator(s); champions; (3) business owner(s); (4) team members; and (5) guests prior to the five day Kaizen;
- OPM staff will initiate a doodle poll to determine which of the following weeks work best for the five day Kaizen: the weeks of 10/2, 10/6 or Friday 11/3 – Thursday 11/9.
- OPM staff will circulate an interim report for LCW member review by 9/8/17 and members will review and submit comment back to OPM by 9/13/15.
- OPM staff will submit the interim workgroup report by 9/15/17.

Meeting was adjourned at 12:06 P.M.

Appendix C – Kaizen Timeline

5 Day Kaizen “Event”: What to Expect

Day 1	Day 2	Day 3	Day 4	Day 5
<ul style="list-style-type: none">• Scope Definition• Current State Documentation	<ul style="list-style-type: none">• Current State Evaluation• Data Collection• Waste Identification• Brainstorm Improvement Ideas	<ul style="list-style-type: none">• Finalize Improvement Ideas• Future State Documentation• Feedback from Customers• Future State Adjustment (as needed)	<ul style="list-style-type: none">• Implementation Plan Documentation• Key Performance Measure Identification• Create Final Presentation	<ul style="list-style-type: none">• Deliver Final Presentation to Stakeholders• Celebration!

8/29/2017