

Control Licenses Area Optimization

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Abstract

When we work in a company that contains processes regulated by state and federal agencies, any task that staff performance is critical. Especially when the company supplies products that are consumed by people. A controlled License staff member wants to improve the process of his daily task. Kaizen is a Japanese business philosophy of continuous improvement. In this implementation process, the subject matter expert team will review all the tasks that they perform. The result of the use of the Kaizen Lean Methodology will help the area, as an output the area will have several ideas to implement. The most important is to determine control for not discontinued the improvement establish. **Key Term:** Control, Area, Kaizen, File Folder, Filing Cabinets, Improvement, License, DMAIC

Introduction

The Cardinal Health Puerto Rico's Controlled area must make sure that customers are properly authorized by federal and state regulatory agencies prior to shipping a product. Presently, there is an established process in which various associates, from the controlled area, conduct a license verification to make sure it is current and valid. Control area associates do not perform a specific task; they share the same role thus, perform the same functions. The method of transferring information from one shift to another must be improved in order to provide continuity and allow for a smooth transition between shifts.

Background

The Department of Health of Puerto Rico is one of the Cabinet-level agencies one of his responsibilities is to oversee and protect public health in any service, business or activity. The pharmacy must request the license through the local and regional offices of this agency. These licenses will need to be renew every 3 years. Another agency that provides another type of license is the federal DEA and the Office of Controlled Substances. Once that client is properly authorized by the agencies mentioned above the client can request the services of supplies of the products with the company Cardinal Health. The pharmacy or hospital contacts the sales or credit area of the Cardinal company requesting services. Once the credit area creates the account of that new client, the controlled area will receive the information and the record number of the new client along with the required documentation. Every time the client renews or updates any address with these agencies, the client must notify by sending the new license to the Controlled Area of Cardinal Health Company by email or fax. When the staff received these licenses, the staff must update the record of the client. If all the information is correct, they will release the held orders on the system. If the information is incorrect the staff member cannot update the records.

Methodology

DMAIC is a structured problem-solving methodology widely used in business. This methodology has 5 phases to lead a team logically from defining a problem through implementing solutions linked to underlying causes and establishing best practices to make sure the solutions stay in place. [1] In the Define phase, the focus is to define the problem statement, scope, goals, impact, team members and the schedule to create the project charter. [2] In the Measure phase, the focus is to understand the current state of the process and collect reliable data on the process speed,

Methodology

quality, and costs that you will use to expose the underlying causes of problems. [3] In the Analyze phase, the focus is to identify how factors affect process' output. Also is to pinpoint and verify causes affecting the key input and output variables tied to project goals. [4] In the Improve phase, the focus is to modify the factors to improve process outputs. Improvement options arose from the data analysis. The purpose of this phase is to learn from pilots of the selected solutions and execute full scale implementation. [5] In the Control phase, the focus is to establish mechanisms to prevent the recurrence of an issue and sustain measures implemented. As well, to complete project work and hand off improved process to process owner, with procedures for maintaining the gains. Some deliverables before and after data on process metric, a system for monitoring the implemented solution along with specific metric to be used for regular process auditing.

Results and Discussion

DEFINE

At this stage, a team was formed, and, on each meeting, we were creating and analyzing the processes that are executed in the area using the DMAIC Methodology. The problem and deliverables were identified and documented on the project charter. The project charter draft was discussed with the sponsor getting answer and questions. Adjustment to the scope and timing was performed. We create a communication plan and schedule base on the agenda of each one. The various meeting was conducted to make brainstorming of the task that needs to be performed in the scope area. Every day a summary of this brainstorming was prepared. The Is/ Is Not tool was used to define the problem and guide us to the root cause of the problem.

	Is	Is not
What	License process performed in the controlled substance area	Ship to creation performed in the controlled substance area
Where	Controlled substance area in Cardinal Health, Guaynabo Distribution Center	Any other department within Cardinal Health
When	Actually	N/A
Extent	New licenses creation, licenses update	New accounts set up

MEASURE

Walk downs were performed to review workflow and ensure no activities needed to be added or removed. In this phase the standard procedure of the operation was discussed and in during the discussion a process map of the current process was created. After creating, verifying and examining detailed process maps created in the Measure phase, the team will be able to list concerns or pain points within the process. This allows the team to take advantage of the collective understanding of process participants. Then, the team can determine the value of each step.

Check the label	Download & Save License	Look for Client's File Copy	Print License	Check License Info	SEA License Validation	Update Existing Accounts	Convert License to Digital	Changes reflect on ERP	Release License to Client	Record Changes to Client Folder	Communicate License Update	Folder Archive	
<ul style="list-style-type: none"> Client number not included in email Unreadable documents Received wrong paperwork Duplicated information Indications not included Difficult to identify which task has been done Personnel missing key training Missing process guideline & SOS 	<ul style="list-style-type: none"> Accumulation of saved documents Unreadable documents Received wrong paperwork Duplicated information Indications not included Difficult to identify which task has been done Personnel missing key training Missing process guideline & SOS 	<ul style="list-style-type: none"> Bulky file folders Unreadable documents Disorganized client file folders Indicators to mark empty spaces not in use 	<ul style="list-style-type: none"> Printer located outside the work area Inappropriate folders No standardization of documents orders No way to verify that license alignment was performed 	<ul style="list-style-type: none"> Validation of DEA's license not being conducted Unable to confirm which accounts are inactive Unable to validate that license has been digitalized Multiple windows in one computer screen Forgetting to check orders on hold Uncomfortable body positions while filing Unreadable client copies are filed Uncomfortable body positions while filing Bulky file folders Inconsistency in folder format Folders get lost Wrong filed documents Rules not being followed 	<ul style="list-style-type: none"> Multiple windows in one computer screen Forgetting to check orders on hold Uncomfortable body positions while filing Unreadable client copies are filed Uncomfortable body positions while filing Bulky file folders Inconsistency in folder format Folders get lost Wrong filed documents Rules not being followed 	<ul style="list-style-type: none"> Unreadable client copies are filed Uncomfortable body positions while filing Bulky file folders Inconsistency in folder format Folders get lost Wrong filed documents Rules not being followed 	<ul style="list-style-type: none"> Unreadable client copies are filed Uncomfortable body positions while filing Bulky file folders Inconsistency in folder format Folders get lost Wrong filed documents Rules not being followed 	<ul style="list-style-type: none"> Unreadable client copies are filed Uncomfortable body positions while filing Bulky file folders Inconsistency in folder format Folders get lost Wrong filed documents Rules not being followed 	<ul style="list-style-type: none"> Unreadable client copies are filed Uncomfortable body positions while filing Bulky file folders Inconsistency in folder format Folders get lost Wrong filed documents Rules not being followed 	<ul style="list-style-type: none"> Unreadable client copies are filed Uncomfortable body positions while filing Bulky file folders Inconsistency in folder format Folders get lost Wrong filed documents Rules not being followed 	<ul style="list-style-type: none"> Unreadable client copies are filed Uncomfortable body positions while filing Bulky file folders Inconsistency in folder format Folders get lost Wrong filed documents Rules not being followed 	<ul style="list-style-type: none"> Unreadable client copies are filed Uncomfortable body positions while filing Bulky file folders Inconsistency in folder format Folders get lost Wrong filed documents Rules not being followed 	<ul style="list-style-type: none"> Unreadable client copies are filed Uncomfortable body positions while filing Bulky file folders Inconsistency in folder format Folders get lost Wrong filed documents Rules not being followed

1. Total of steps: 13
2. Total pains: 43

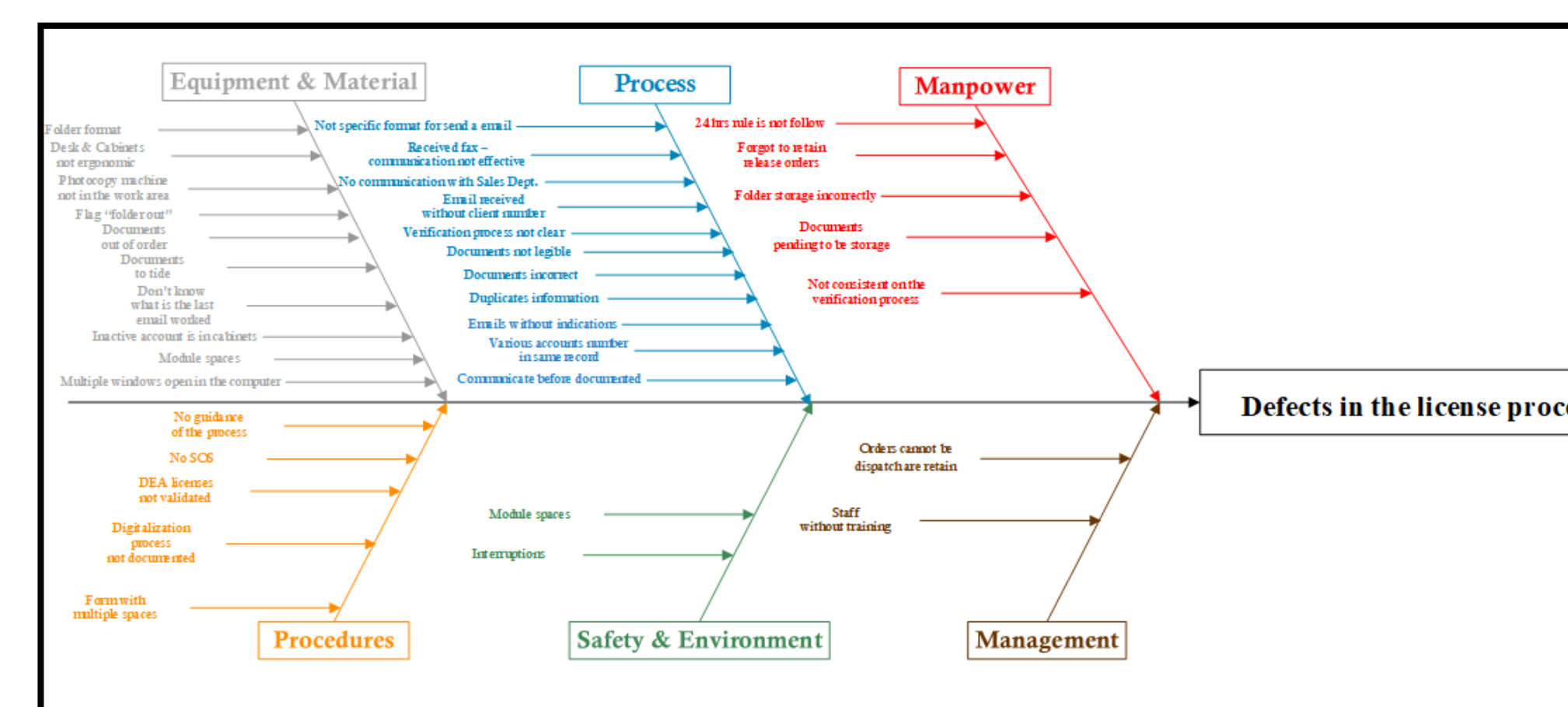
Results and Discussion

ANALYZE

In this phase the team decided to use TRIMWOOD as one of the tools to analyze the tasks. You notice when you wrap in the kaizen those people who perform the task and who have a desire to continuously improve this process flows quicker and dynamic. When we finish the analysis, the result showed us that most of the tasks are defects very few resulted in the other types and none in the transportation type.

	T	R	I	M	W	O	O	D
1 Client number not included in email					x			
2 Unreadable documents					x			
3 Received wrong paperwork					x			
4 Duplicated information						x		
5 Indications not included					x			
6 Difficult to identify which task has been done						x		
7 Personnel missing key training		x						
8 Missing process guideline							x	
9 Missing SOS							x	
10 Accumulation of saved documents								x
11 Bulky file folders			x					
12 Incorrectly filed documents								x
13 Postion not ergonomic								x
14 Obsolete client file copies								x
15 Indicators to mark empty spaces not in use								x
16 Printer located outside the work area				x				
17 Inappropriate folders								x
18 No standardization of documents orders								x
19 SOP check								x
20 No way to verify that license alignment was performed								x
21 Validation of DEA's license not being conducted								x
22 Unable to confirm which accounts are inactive								x
23 Scanner located outside the work area				x				
24 Unable to validate that license has been digitalized								x
25 Multiple windows in one computer screen				x				
26 Space in cubicles							x	
27 Forget to check orders on hold							x	
28 No established process for checking medicine cabinet licenses							x	
29 Too many unused spaces								x
30 A single record holding multiple account numbers								x
31 No specific format to send the info								x
32 Information duplicity							x	
33 Faxed forms do not provide an effective communication								x
34 No communication with sales department								x
35 Updates not recorded								x
36 Often incomplete client copies are filed								x
37 Obsolete filing system								x
38 Uncomfortable body positions while filing								x
39 Bulky file folders								x
40 Inconsistency in folder format								x
41 Folders get lost								x
42 Wrong filed documents								x
43 Rules not being followed								x

Continuing the brainstorming process, we decided to create a Fishbone to assist the team in find out what is the potential root causes for all the 43 an undesirable effect and pains.



IMPROVE

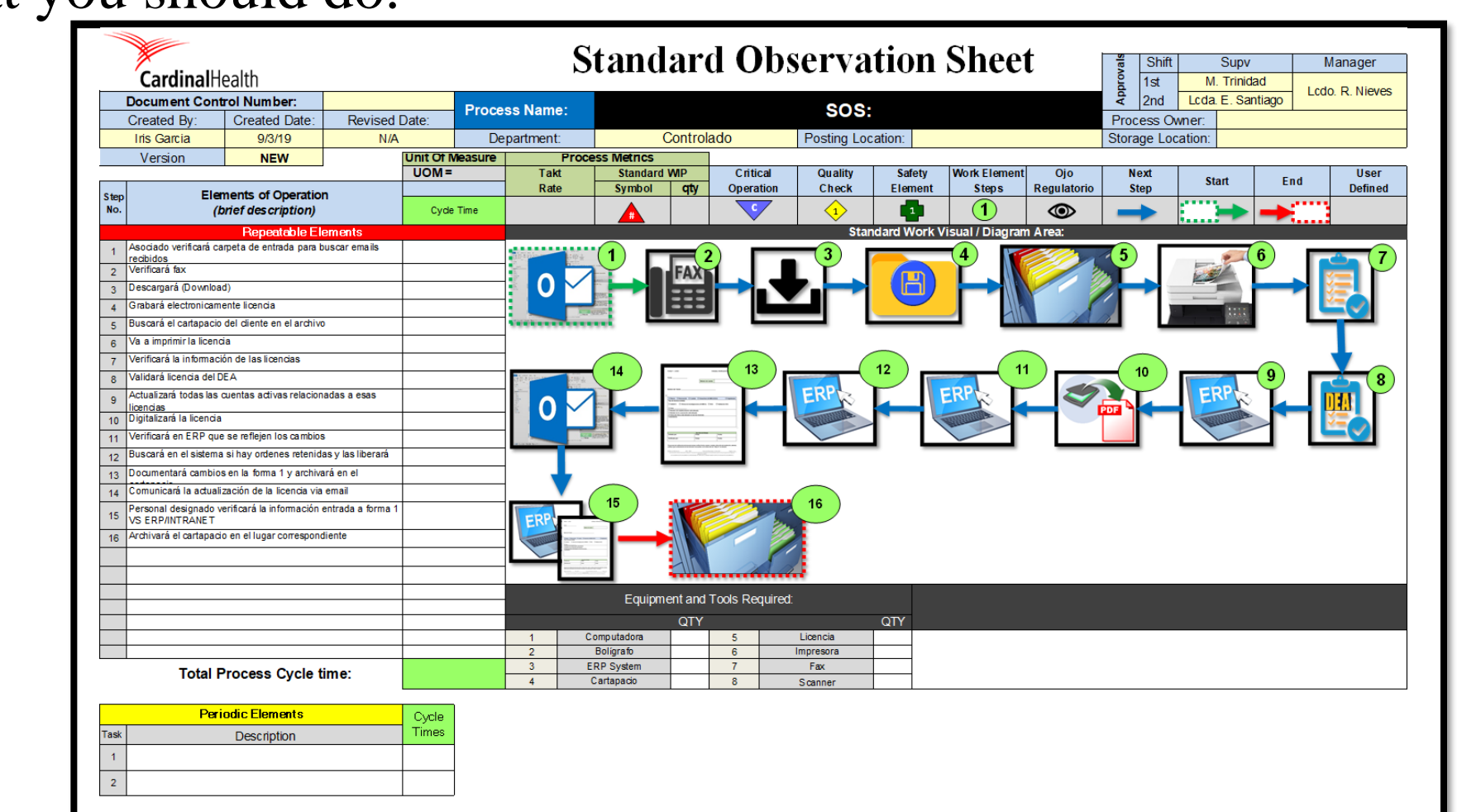
To update the record in the system the user is required to perform a transaction on each license. We noticed that the client por example pharmacies is not required to hold license T, for that matter we brought the ERP system expert and as a result of this discussion the pharmacies will not be required to be updated on each licenses type. A total of 6 updated will be perform in the system to improve and reduce the amount of step in the process. See next figure which shows the process that will be edited in the system. We were able to create a list of 45 improvement and make the analysis of what it is priority to be implemented and be able to assign deadlines.

Results and Discussion

CONTROL

One of the types of control that are going to be implemented is the standard operating procedure (SOP) with the new changes. All team members will be trained in the new changes made to the SOP. It is worth mentioning that several of them were part of the kaizen process. In most of the cases if you don't involve the staff that perform the task in the Kaizen process most of the improvement will not be effective. By involving the staff that executes the task as part of the process of continuous improvement you will have the key of success. Because they are the experts that are running daily, they know what is needed and what is not.

In addition to the SOP a Standard Observation Sheet (SOS). This document is a visual guide which allows you to see the process step by step and in addition to showing the screens or drawings of what you should do.



Conclusion

Always involving in the Kaizen or projects those who perform to any task that is determine needs improvement is the only way that the improvement you implement does not fall over. Because putting new and improved processes for them to manage it when you can wrap them up from the beginning. The members of the team should be the most important part of the implementation and the present them result to management will help them improve their engagement.

When we buy products in pharmacies we simply go and do not know everything behind the scenes to get it to our hands. Each of the ideas expressed will help the area to do the job better more quickly without losing quality. We found about 30 defects but in the same way they proposed about 40 ideas for improvement. We are in an environment of constant change and technology helps us a lot improve our processes. We must maximize the use of our tools reinvent ourselves because if we do not change, we become extinct.

References

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