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Bend the Curve CIP-News - August, 2012

Bend the Curve Continuous Improvement Practitioners

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August 2012

Volume 7, Issue 8

Inside this issue:

Summit Work-shops	2
Summit Obser-vations & Learnings	3
Proctor & Vol-unteer Photos	7
Printed & Other Matters	8
Ins & Outs of CI-Ps	9
Schedule of Lean Events	9
BTC & CI-P Listing	10

Special points of interest:

- Next Clinicals
 - September 21
 - October 19
- Check out the Photos !



2012 Lean Systems Summit

Where Government, Services, and Manufacturing Met

The Lean Collaborative is a multi-state network of public & private individuals, organizations, and companies interested and involved in continuous improvement. Its purpose is to provide a forum for learning and sharing knowledge, experience, and other resources.

For the past three years, this volunteer group has organized the annual *Lean Systems Summit* to promote collaboration and innovation in achieving operational excellence through Lean by providing a forum in which participants can -

- Discuss leadership, innovation, and using Lean continuous improvement principles and methods to improve individual, systems, and organizational quality, efficiency, and effectiveness.
- Learn how using Lean methods and practices can make their organizations more competitive in a global economy.
- Hear from a variety of businesses and organizations where Lean methods and practices are successful.
- Share their organization's knowledge and successes.
- Network with Lean practitioners.
- Attend breakout sessions to learn LEAN best practices and applications.
- Initiate mentoring networks.

This year's Summit was held August 9th-10th at the Holiday Inn by the Bay in Portland, Maine.

The August 10th Summit included keynote speakers and 15 stimulating workshops (p.5), across a variety of public and private sectors, on how Lean leaders and practitioners are using Lean to change their culture and improve their way of doing business in order to survive and thrive in a challenging environment.

This was the first year that offered several full-day Pre-Summit workshops on August 9th (see below).

➤ **Lean Accounting**

Conducted by Jean Cunningham, an internationally recognized expert, this workshop was not just for accountants! It showed how effective Lean accounting provides better data and the information needed to improve analysis and decision-making.

➤ **Lean Leadership**

Conducted by Michael Radtke and Jill Menzel, from widely recognized, successful, and innovative ThedaCare (a complex, integrated healthcare organization in Wisconsin) this provided insights that challenged and changed thinking about the way to lead any system or organization. — invaluable as we address significant financial, health, and other system concerns.

➤ **Innovation Engineering: A Jumpstart**

Conducted by Doug Hall's Innovation Engineering Maine partners, Maine MEP and Gladstone Accelerates Growth, as well as New York's Center for Economic Growth. The Innovation Engineering Management System is used by companies and organizations world-wide to increase the speed of innovation - up to 6x - and decrease the risk of taking action by 80%. Creating an Innovation Pipeline of meaningfully unique ideas grows "profitability" and generates passion in any system or organization.

➤ **Lean 101—Principles of Lean Operations**

Conducted by Maine MEP, the dynamic, experiential learning workshop simulation environment introduced participants to fundamental Lean continuous improvement principles and methods and how to implement them in their own environments. All in one day!

August 10th Summit Workshops

9:15-10:30 AM

A1: Private & Public Sector Collaboration: A Community of Continuous Improvement—New Brunswick, Canada

Amber Putnam, Master Black Belt, Government of New Brunswick, Canada
Ann Flynn, Manager of Improvement & Innovation, City of Fredericton, Canada
Joseph R. Beckett, Lean Black Belt, Dir. of Business Development, e-Zsigma Canada Inc.

A2: Case Study: Lean Leadership & Implementation at New Balance

Jeff Williams, Director Manufacturing Continuous Improvement, New Balance

A3: Introducing Lean in the K-12 setting: Learning through Experiment.

Jill Menzel, Manager – Hospitalist Program, ThedaCare, Inc.
Michael Radtke, Director of Diagnostic Imaging, ThedaCare, Inc.

A4: It's All Production Work – Lean for the Office

Rob Kilgore, Continuous Improvement Coordinator, Geiger Group

A5: Lean Thinking & Implementation in Community Banking: Customer Services Underpinned by Process Excellence in a Highly Regulated, Transactional Environment.

Moderator: Lisa Westberg, Principal, Infinite Services, Inc.
Panel: Michael W. Bonsey, Executive Vice-President & Chief Risk Officer, Bar Harbor Bank & Trust
Vicki Alward, Senior Vice-President of Operations, Skowhegan Savings Bank

10:45 AM — 12:00 PM

B1: Opportunities & Challenges in Building a Lean Government

Walter E. Lowell, Ed.D., CPHQ, Principal, Lean Capitol LLC

B2: Healthcare Dialogue: Process Improvement in Healthcare in Maine

Moderator: Ericka Deering, Process Improvement Facilitator, MaineGeneral
Panel: Steve Jagiela, Director of Process Improvement, Central Maine Medical Center
Carol A. King, Corporate Director Information Systems, Eastern Maine Medical Center
Ted LaCrone, Project Manager, Process Design Department, MaineGeneral Medical
Patricia Morini, Behavioral Health Outpatient Services Mgr, MaineGeneral Med. Center

B3: Anatomy of Leadership – High School

Ron Dupuis, Jr., Operations Manager, IDEXX Laboratories, Inc.

B4: Using a VSM A3 in Communicating a Process Improvement Plan

Daniel J. Fleming, Continuous Improvement Manager, Greater Boston Manufacturing Partnership

B5: Embedding Process Excellence into the DNA of an Organization—Developing Internal Skills, Capacity, and Culture to Support a Lean Transformation

Moderator: David Back, Operational Excellence & Lean Six Sigma Consultant
Panel: Cynthia Fisher, Vice-President, Bar Harbor Foods
Todd I. Selig, Durham New Hampshire Town Administrator
Beverly Daniels, Director, Operational Excellence, IDEXX Laboratories
Michel Halle, Finished Products Manager, Hancock Lumber

2:15 PM — 3:30 PM

C1: Streamlining the City of Warwick, RI: Clear, Predictable, and Reliable Municipal Licensing Process

Nancy DeSisto, Bend the Curve Continuous Improvement Practitioner

C2: Strategy Development & Deployment: What is your True North?

Jon Kirsch, Manager, Operational Excellence, Lonza, Rockland

C3: The Strategic Foundation of Top-Performing Companies: Employee Engagement & Idea Systems

Panel: Elizabeth Oakes, Site Director, Lonza Rockland
Paul D. Andrews, Quality & Continuous Improvement Mgr, Jotul North America
Ron Dupuis, Jr., Operations Manager, IDEXX Laboratories, Inc.

C4: Deploying Lean in Dept. of Defense Supply Chain: Accelerated Supplier Performance

Don Chappell, Vice President, Time Wise Management Systems
Suppliers: Carl Spang, President, Falcon Performance Footwear
Vin Boragine, President, U.S. Felt Manufacturing

C5: Overall Equipment Effectiveness: What Is It? How Do I Use It?

John Perrotti III, CMRP, Senior Project Manager, Fuss & O'Neill Manufacturing Solutions, LLC

Summit Moderator Observations

Thoughts on the Lean Summit

— Walter E. Lowell, Ed.D., Lean Capitol LLC

This was my third year as Moderator for the Lean Summit Conference. I was pleased to see the number of people that attended, particularly the number of people that attended the Pre-Summit workshops.

The addition of the Pre-Summit session proved to be a good idea. I did attend the *Lean Accounting* Pre-Summit workshop. I knew little about accounting, and so seeing the importance of modifying accounting practices to incorporate Lean improvement was very enlightening for me. Jean Cunningham did a great job in presenting the materials as well as providing some good case studies.

I must admit that I really enjoyed the Thursday evening networking party at DeMillo's. It was so much fun and even topped last year's — which was something — despite the looming fog. The break-outs afterwards and walking around the Old Port was a real treat. A nice memory for me.

On Friday, I attended several workshop sessions. I noted that while one was sparsely attended it was a great workshop. The ideas were very innovative and provided a whole new perspective for me on creative problem-solving. I also thought the wrap-up speaker, Michael Radtke of ThedaCare in Wisconsin, was terrific, and the door prize session was a "prize" addition to the Summit.

Overall, I think the conference was a great success and should note that several people commented to me, as they were leaving, what a "gem" the conference was — and too bad it was not more widely advertised. (I know, we tried !!! Maybe next year we can set some money aside for advertising.)

"Lead the organization as if you have no power."

Kan Higashi to Gary Convis...
(NUMMI's senior Japanese and senior
American leaders) from many references

Summit Sponsors



Summit Proctor Observations & Learnings

Change

— Eric Dibner, MDOL

I served as the Summit Proctor for the *Leading & Managing Lean* track at Lean Summit this month.

Healthcare Dialogue: Process Improvement in Healthcare in Maine, one of the three workshops in that track, was a panel discussion moderated by Ericka Deering, MaineGeneral Medical Center.

My Learnings:

Management engineering is like industrial engineering in a service environment. Key to improvement is senior management, which needs to not just understand it, but live it, teach it, and model it.

It is not about successful projects, but to develop continuous learning and to learn the tools to use. Even though we want to do big stuff, every small change is a success and commendable.

Change is not possible unless you can describe the current state.

Responsibility for change is not with the Lean coordinator, but rests with the people who implement it.

Clinical microsystems is a continuous improvement method used in health care settings. One focus within systems and processes is how people inhabit and work in their spaces. Spaces must be able to be flexible to reflect the changes in work.

Lean Leadership

— Jerrold Melville, DHHS

Proctoring not only at the Summit but also the day-long Pre-Summit workshop on *Lean Leadership*, presented by Michael Radtke & Jill Menzel from Wisconsin's Thedacare, was a privilege.

Mike Radtke and Jill Menzel were both very appreciative of the care and attention they received to ensure their workshop was in an environment conducive to learning.

I was most impressed with their premise that leaders need to be humble and vulnerable before their staff in the planning and implementation of any continuous improvement process — a leader relies on the insights and perspectives of their staff.

Mr. Radtke pointed out that staff should not be punished for bringing up an improvement suggestion by assigning them sole responsibility for fixing that problem without any kind of processing of the problem using a coaching kata and engaging the entire team.

Although their area of expertise is healthcare delivery, they were careful to frame their presentation generically — that Lean applies to everyone & everything.

I was pleased to be able to provide information to the out-of-town attendees on where to find the hidden delights of the Portland area, such as seafood dining at Street & Company and lobster rolls at Two Lights.

Summit Proctor Observations & Learnings

Learning

— Merle A. Davis, MDOL

I was so fortunate to be able to serve as a Proctor at both the 2012 Lean Pre-Summit and the Lean Systems Summit.

At the Pre-Summit on Thursday, I proctored for Innovation Engineering: A Jumpstart Workshop for Process Improvement, led by John Karp and Erick James. I was also fortunate to be able to fully participate as a group member.

It was a blast and very educational. With a relatively small group of participants, we were able to enjoy hands-on instruction from both John and Erick in using the tools and worksheets associated with the Innovation Engineering Management System curriculum.

It was so incredible how many great and innovated product ideas this small group generated in a very limited timeframe by following the "system". For example, I created, with the assistance of the entire group, a stadium seat for swim parents to use during meets to help make their bottoms feel better while sitting for long periods of time on narrow, metal stadium seats. Other products ideas created by the group included an easy to use pool cleaner, a foam dog bed, and a tire changer device that did not require tools.

If this workshop is offered again next year, I highly recommend it.

I was also proctor to the three *Governing with Lean* workshops at the Lean Summit on Friday. All three workshops

were extremely informative and all very different but at the same time focused on Lean in government.

The first one in the morning was "*Private & Public Sector Collaboration: A Community of Continuous Improvement*" led by three representatives from New Brunswick, Canada. They described the formation of this community of practice and the influence that community is having on both the public and private sectors.

I also proctored for Walter Lowell as he presented "*Opportunities and Challenges in Building a Lean Government*". Walter not only gave the history of *Bend the Curve*, he also introduced an innovative approach to building a Lean mindset within government that he's been working on & will be expanding. I look forward to hearing much more.

I finished the day with Nancy DeSisto's workshop, "*Streamlining the City of Warwick, R.I.: Clear, Predictable & Reliable Municipal Licensing Process*". Nancy has been able to use her experience with Lean practice as a *Bend the Curve* CI-P and her many years of leadership experience in State government to assist the Mayor and town leaders of Warwick work through a Lean improvement process for licensing. Her approach to educating and leading these leaders — some who had never heard of Lean — through an improvement process was fascinating and very informative.

It was my pleasure to be able to participate and serve as a proctor for both days of the Summit, and I look forward to next year's Summit as it continues to broaden its reach.

Summit Proctor Observations & Learnings

Engaging Others

— Hank McIntyre, BTC

Each of the three workshops in the Summit's *Engaging Others* track had some distinct learning points for attendees; however, the one that I found the most exciting was the 'Introducing Lean in a K-12 Setting: Learning through Experiment'.

This workshop presented by Jill Menzel and Michael Radtke from Thedacare, Inc. of Appleton, WI. took us through their work with the Kimberly, WI. School district. They began by reinforcing the value of networking in the community, for (as they acknowledged) the opportunity to pursue their work with the school system began with a relationship outside of the workplace — something each of us can apply in our own communities. Their basic "sell" to the school system consisted of making a connection between the situation they had encountered in the healthcare industry and the situation that existed in the school system as depicted in this simple comparison:

They astutely realized that they needed to keep the initial effort simple, yet effective, in order to insure quick wins and avoid being swallowed by the culture within the education establishment. Hence, with the blessing of the school department leadership, they settled upon introducing the A3 tool and PDSA (Plan, Do, Study, Act—the word *study* seemed appropriate for the education

world). Their goal was to promote a sustainable A3 thinking mindset focused on continuous daily improvement. With the support of school department leadership, they embarked on an extensive A3 problem-solving training program, working with pilot groups of teachers and school administrators to identify & solve, using the A3/PDSA process, localized issues, some as basic as the perception that too many bathroom breaks were interfering with classroom learning.

It was interesting that when they applied the A3/PDSA, they discovered that the data did not show that learning was suffering at all and that it was the teachers' predisposed perception that made it feel like a problem. They also applied it to student learning levels. The *Plan* part was to test and identify the students' current level of learning compared to where they should be. The *Do* was to conduct experiments by trying different lesson plans. The *Study* part involved retesting, and the *Act* was to change the lesson plan to the one that worked best.

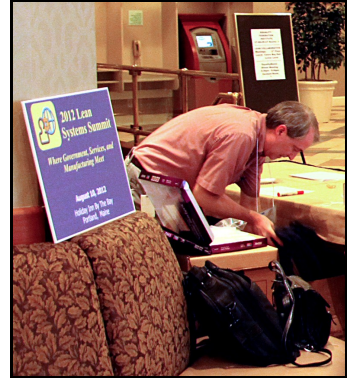
The presenters made a strong case for

moving Lean into the world of education, especially when they wrapped up with the idea that *ed-*

<u>State of Healthcare</u>		<u>State of Education</u>
Revenue Decreasing	→	Revenue Decreasing
Highly Engaged Workforce	→	Highly Engaged Workforce
Limited Resources	→	Limited Resources
Lots of Waste	→	Lots of Waste

ucators are naturals when it comes to using the A3 process because they already come with the ability to teach/learn by asking questions. It seems it is time for everyone to visit their local school districts to introduce them the world of Lean and Bend the Curve.

Summit Proctor & Volunteer Photos



Printed & Other Matters: The Leader's Role

“The general conclusion that many practitioners of Lean and Six Sigma have arrived at is that sustaining improvements requires a combination of top leadership commitment and a culture of continuous improvement. We have to change the culture from one in which people simply do their own job in their own function to make their own numbers look good (a vertical focus) to one in which people are focused horizontally on the customer and on improving value streams that deliver value across functions. . . .Of course, changing a culture is not as easy as instituting a training or communication program. Cultures evolve slowly and changing them is even slower.”

With the 2008 recession and recall:

“How would Toyota respond to mounting losses and then a public attack on its core values? The answer to the question is that it responded in the way it has always responded: it stayed true to the values of the company. That means maintaining respect for people and focusing on improvement in order to get through with as little loss as possible and emerge stronger. This response was possible only because the company had developed such strong leadership with deep beliefs that change is constant and that only highly developed people can adapt to change. The leaders did not suddenly appear from the outside to navigate through the recession. They had been there all along, developing and growing over decades. Toyota showed its trademark respect for people in the heart of the crisis. There were no involuntary layoffs of team members. Communication was constant and consistent. All the skills of everyone in the company were engaged to cut costs, increase quality, and improve capacity. Toyota overall provides a great lesson in how to deal with prosperity and how to deal with crisis.”

“ . . .[You] may be asking what training and empowering all team members, within their roles and responsibilities, has to do with leadership. The answer at Toyota is *everything*. You see, one of the consequences of the lean approach, with its relentless focus on eliminating waste, is that the company has a very black-and-white perspective on which aspects of the business add direct value to the end customer and which do not. The person who works on the assembly line building vehicles every day adds a huge amount of direct value to the customer; the plant manager does not, except indirectly. Perhaps analogous to a sports coach, the Toyota leader's mission is to put the team in a position to “win,” that is, to add customer value. The leader does not “play,” but coaches and supports the team members. The leader keeps the team focused on True North — the ultimate goal.

Yet make no mistake: Toyota is not a flat, egalitarian-to-the-extreme organization, nor is it anarchic. The plant manager is *still* the leader. Toyota knows that only exceptional leaders can channel the combined efforts of team members and work groups effectively to achieve larger goals. . . .the active ways in which Toyota develops and cultivates those leaders—primarily by encouraging and enabling self-development and by putting them in a position to develop others. But beyond that, in a system in which the workers provide most of the value, the job of the Toyota leader is to enable that value-added work.

So there it is: if there is a recipe for Toyota's success, it is a deep, time-consuming, and expensive investment in developing everyone in the organization, and truly believing that your employees are your most precious resource. The role of the leader in this context is to be open to the kind of self-development needed to cultivate her own leadership skills, develop subordinates so that they grow and improve, and remove obstacles and set challenges and goals so that teams at all levels of the organization can contribute to Toyota's continuous improvement and attainment of its long-term goals.”

Coming to America: “Toyota was expressly looking for people who were willing to question some very basic assumptions about how to manage, how to prioritize problems, and the importance of customers. They needed to be people who truly wanted to learn.”

— Jeffrey K. Liker, Gary L. Convis. The Toyota Way to Lean Leadership: Achieving and Sustaining Excellence Through Leadership Development. McGraw-Hill:USA. 2012. pp4-20.



The Ins & Outs of CI-Ps



★ As of August 27th, Ann O'Brien will have moved to a new position at DHHS MaineCare and will be part of the Division of Policy.

And, on September 4th, Douglas Patrick will move on to Woodfords Family Services, which offers community-based services to individuals with special needs including a wide array of family support and educational services.

With Ann's and Doug's extensive knowledge and experience, both organizations are very fortunate — as we all know — to have them as members of their teams!

To Infinity and Beyond !

"The thing that comes to mind as I step back and reflect is the fact that Dr. Deming is not talking about some tools, tricks or gimmicks. His message is a message of transformation of mindset.

It's about thinking differently about how you approach the leadership of your organization.

It's about never ending change."

*Doug Hall, Innovation Engineering — Leadership Blog
Aug 26, 2012 05:00 am*

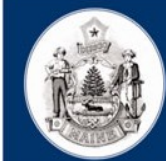
***"The four most important words in any organization are
WHAT DO YOU THINK?"***

— Tom Peter's website (<http://www.tompeters.com/>): From comment by Dave Wheeler.

BTC Lean Schedule

Date	Time	Topic	Location	Contact
Sept 21	8:15-4:30	Clinical Supervision	2 Anthony Avenue	WEL/JK/JR/MD
Oct 19	8:15-4:30	Clinical Supervision	2 Anthony Avenue	WEL/JK/JR/MD
Nov 16	8:15-4:30	Clinical Supervision	2 Anthony Avenue	WEL/JK/JR/MD
Dec 21	8:15-4:30	Clinical Supervision	2 Anthony Avenue	WEL/JK/JR/MD
Jan 18	8:15-4:30	Clinical Supervision	2 Anthony Avenue	WEL/JK/JR/MD
Feb 15	8:15-4:30	Clinical Supervision	2 Anthony Avenue	WEL/JK/JR/MD
March 15	8:15-4:30	Clinical Supervision	2 Anthony Avenue	WEL/JK/JR/MD

* To add or see more events or detail, go to the Bend the Curve Calendar in Outlook's Public Folders.



Department of Health
and Human Services

Maine People Living
Safe, Healthy and Productive Lives

Paul R. LePage, Governor

Mary C. Mayhew, Commissioner

The primary purpose of the *Bend the Curve* Team is to provide support, consultation, assistance, and leadership in continuous improvement approaches and activities for State staff, work teams, and leaders as they seek to continually improve their work culture, systems, processes, and environments – in order to meet the mission of Maine State government and the expectations of Maine citizens.

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We're on the net !
<http://www.maine.gov/dhhs/btc>



BTC Calendar

You can check the *Bend the Curve* Calendar in the State of Maine's Outlook Public Folders for continuous improvement meetings, Clinicals, trainings, and other events.

Continuous Improvement Practitioners: BTC Intervention Facilitation Status

DHHS		DOL		DAFS	
Kate D. Carnes	C	Joan A. Cook	I-LL	Dennis Corliss	O
Nancy Cronin	C-O	Merle A. Davis*	L	Sam McKeeman	C-O
Theresa Dube	O	Eric Dibner	LCL		
Marcel Gagne	LCL	Timothy J. Griffin*	L		
Julita Klavins*	L	John L. Rioux*	L		
Jerrold Melville	LCL	Sheryl J. Smith	C-O		
Kristopher Michaud	O			Sec. of State-BMV	
Ann O'Brien	L			Scott Thompson	O
Douglas Patrick	O	Univ. of Maine			
Terry Sandusky*	L	Kim Jenkins	O	DOT	
Bonnie Tracy	C-O	Brynn Riley	O	Michael Burns	C-O
		Ghassan Saleh	O		
				OPEGA, Legislature	
				Matthew K. Kruk	I-O
Community – Private Sector					
Rae-Ann Brann	L	James Fussell	I-LCL	Henry B. McIntyre	I-LCL
Arthur S. Davis	I-L	Kelly Grenier	I-LL	Anne Rogerson	I-LCL
Ericka Deering	O	Ted LaCrone	O	Clough Toppan	I-LCL
Nancy Desisto*	C-L	Walter E. Lowell*	L		
		Town of Durham, NH			
		David Kurz	C-O	Steve McCusker	C-O
		Michael Lynch	C-O	Todd Selig	C-O
* Certified-Bronze CI-P		I - Inactive	C - "Champion for Lean" - not facilitating		
L - Lead (LL-Learning)		LCL - Learning Co-Lead		O - Learning Observer	