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Bend the Curve CIP-News - November, 2012

Bend the Curve Continuous Improvement Practitioners

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November 2012
Volume 7, Issue 11

Exciting "Doings" in New Hampshire

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Special points of interest:

- Next Clinicals
 - December 21
 - January 18
- CI-P Ins & Outs



On Friday, November 2nd, *Bend the Curve* conducted a brief but highly informative study mission to the State government of New Hampshire in Concord. The focus was its Department of Safety (DOS) and particularly its State Police.

New Hampshire, with strong support and mandate from Governor Lynch and departmental Commissioners, has been actively and impressively implementing Lean continuous improvement. This has been notably true in the DOS and its State Police. For example, each of the seven Troops throughout the state are expected to conduct at least four improvement efforts each year.

New Hampshire also has a comprehensive State Lean training program (open as well to municipal, county, and federal employees) that includes general Lean training and training for certification as a Continuous Improvement Practitioner (CIP). You can check out all this on their Lean website: <http://lean.nh.gov/>

As in Maine's Bend the Curve Program, the NH CIPs also sometimes work inter-departmentally. While the principles are the same, the improvement processes can, apparently, differ among the departments.

The DOS hosts for this study mission were Chief Kevin O'Brien; Major Christopher Aucoin, Lieutenant Christopher Wagner, and Roberta Bourque, Business Systems Analyst.

Each member of the study mission team came away with different learnings. Here are some of their comments.

Walter Lowell

At my age, I always like going someplace new with friends, especially if I do not have to drive and particularly when I get to learn something. BTC's recent study mission to New Hampshire State government filled the billed perfectly. As usual, we met in the parking lot down behind the old Labor building and set off promptly at 7:30am with Sam McKeeman behind the wheel of the van. The study mission was to the New Hampshire Department of Safety to see and hear how they have been implementing Lean.

Admittedly, it was a long ride on roads I have never been on, but the scenery was interesting and the company engaging.

Upon arrival, we were ushered into a DOS conference room and introduced to Roberta Bourque and Lt. Christopher Wagner, who were our hosts. Both spoke enthusiastically about the Lean work they have been doing.

What was interesting to me was that they routinely use four half-days for their interventions and stick primarily to working on the targeted improvement. They do no teaching during these sessions but do a half-day Lean training session prior to the actual kaizen/VSM event.

After the improvement event has been completed and they've done a final review, they have the team do a "sell" to the sponsor with the intent of convincing the sponsor that the kaizen work adds value to the organization and that the improvements when implemented would improve systems.

cont'd on p. 2

Exciting "Doings" in New Hampshire *(cont'd from p.1)*

One problem critical for their program was to deepen their 'bench'; that is, they do not have enough trained CIPs to actually do the work proposed for the coming year. This was a point of discussion for us because in Maine we have the opposite problem: we have a 'bench' of CI-Ps and resources but an administration that has not recognized the value of the BTC effort.

Chief O'Brien and Major Aucoin of the State Police also came in, and they were quite impressive both in their understanding of Lean and in their support for continuing the Lean work. Roberta gave examples of improvements that they have made, which are significant. With the change in administration in NH it remains to be seen if newly-elected Governor Hassan will continue with this support. Evidence seems to indicate that she will.

This was a very informative study mission! It was definitely worth the ride to see the success another state is having in implementing Lean and how they are achieving it.

Dennis Corliss

I was impressed with the high degree of upper management support and encouragement from inception through implementation. And impressed that the outside training was minimal — yet they have been able to accomplish a lot. The documentation on their work was also striking, monitoring where they've been and where they are going. It was easy to read and understand.

I liked the abbreviated value stream mapping sessions with the focus being on VSM work being done in the mornings in order to get the best time of day for attention and participation. All day sessions do seem to be overwhelming for groups I have been involved with. It's difficult to just block out three whole days.

Major Christopher Grotton

The NH study mission was extremely helpful for both Lt. Scott Ireland and me, as we had the opportunity to see the practical application

of Lean and Business Process Management (BPM) concepts. This was particularly applicable as the NH presentation focused on public safety applications. Within my Division of the Maine State Police we are responsible for several business, regulatory, and licensing programs. Many of these change regularly with statutory changes on the state and federal levels. There is a consistent need for this type of approach as we review program areas and identify opportunities for improvement and increased efficiency.

We will certainly be utilizing this as we move forward. Thank you!

Nancy Desisto

It was a very good trip and fun to be with Maine's CI-Ps again in a state government setting. I was very impressed with the commitment of the two New Hampshire practitioners and their management sponsors. Chief O'Brien was particularly impressive because of his longevity with the state police, his ability to use their language to help transform the thinking, and his leadership to keep the effort moving forward. I am a little concerned for the pressure on the two practitioners on whom the load falls.

New Hampshire has a shortened intervention, which I have similarly used to great effect with my clients. I use "teaching moments" while implementing the tools (charter, customer identification, customer needs, flow...).

Those of you who know me know that this kind of input inspires me to think of improvements. I would love to brainstorm a way for Maine CI-Ps to work with New Hampshire with our depth of infrastructure, expertise and documentation skills.

Sam McKeeman

It is my understanding that in New Hampshire's approach they actually do Lewin's "Action Learning" -- where you learn while working on a real process (in this case). Teachable moments are integrated into the event, questions are answered, etc.

Exciting "Doings" in New Hampshire

The Lean training I conducted in NH required their departments to look at who they were sending and 3 or 4 real processes that needed improvement that would interest/involve class members. In class we selected one (occasionally a person would hop between two processes) that each would work on, went to contiguous rooms, and learned to do a charter, VSM, etc. At the end of the training, the departments had processes well on the way to being improved and the participants learned about Lean.

I like the "sell" because it is not an "implement or not" sell but a "do you want us to do X, Y, or Z?" sell. The decision to do something has already been taken care of with the charter.

Starting with Governor Lynch, top-down support is in several NH departments. However, I would also like to see more "bottom-up" ideas being worked on -- that requires a mechanism for them to bubble up and be honored. Governor-elect Hassan seems to be following Lynch philosophically, so I believe it's likely little will change in this Lean support and movement.

Lita Klavins

I have to confess that I was really, really impressed by the continuous improvement approach and work being done by NH's Department of Safety. The proof of their excellence and the value of the study mission, for me, is that it raised many points & questions to ponder and discuss regarding the continuous improvement work we are doing here in the State of Maine's *Bend the Curve* program. For example:

– Should a presentation to the Sponsor be called a "sell"? Roberta, noting that she has a marketing background, acknowledged that theoretically the Sponsor should not have to be sold since she/he had already committed to the improvement work (the improvement effort, after all shouldn't have begun without the Sponsor's commitment). However, language, we know, is important. Does using this word change the perspective of the Sponsor's role and/or even the role itself? Or the role of the team?

Or, does using the word "sell" actually have a beneficial effect in that it focuses the improvement team on presenting the value, the cost-benefit, the ROI to the Sponsor?

– The NH improvement "event", itself, does not include Lean teaching per se but is all about the "doing", with explicit teaching incidental to that. Does the learning from the preparatory session carry over effectively into the "doing" sessions?

– The top-down Lean mandate (including the 5-day training for Commissioners/leaders; part of supervisory training) and support — and their effect — seem to be working extremely well in getting improvement work done within the State Police. Would this work as well elsewhere? What is the likelihood and impact of bottom-up efforts?

– What might happen with the advent of the new Governor whose support may not be as strong and so might affect the State Police approach? How might this affect the required participation, the standards such as the very specific time frames & process for the improvement work (chartering; 4 consecutive VSM half-days; write-up; team review & development meeting; presentation to the Sponsor), and the role expectations?

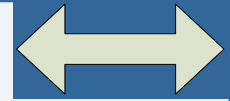
– What are the implications of the somewhat differing NH departmental improvement processes for NH's approach and methodology?

– Should Managers and Sponsors be discouraged from participating in the improvement events as they are in DOS (so that team members feel "safe" in identifying problems/issues)? In *Bend the Curve*, we typically strongly encourage managers (and even sponsors) to be part of the improvement team — with the group learning norm that titles are left at the door & the improvement effort must be a safe environment for all. I've not generally found this to be a problem. Participants have been outspoken and forthcoming, especially given the perspectives of "it's the system not the people" and that "identifying problems is identifying opportunities for improvement - it's what you want consistently done."

What a great, thought-provoking study mission and what great things are being done there!



The Ins & Outs of CI-Ps



★ Ghassan Saleh has moved on from his work at the Maine Center for Disease Control's multi-year Performance Improvement Project, funded by the U.S. Centers for Disease Control and Prevention and administered by the USM Muskie School. He is now a member of the dynamic Process Design team at MaineGeneral Health, joining Ericka Deering and Ted LaCrone.

(Remember the recent BTC study mission to MaineGeneral and the work that they are doing?)

Leadership is the capacity to initiate a future distinct from the past. This is what distinguishes leadership from management. Management is the capacity to give order and structure in service of high performance. Management is not burdened with an act of creation, it is about operationalizing goals and objectives.

Peter Block. *Reconstructing Our Idea of Leadership.*
Linkage: Burlington, MA. 2008

BTC Lean Schedule

Date	Time	Topic	Location	Contact
Nov 2	7:30-5:30	Study Mission—NH DOS	Concord, New Hampshire	Sam McKeeman/JK
Nov 16	10:00-3:00	Clinical Supervision— Special Sessions w/Jody Hoffer Gittell	Main Conf. Rm., DOT, Capitol St.	JK/WEL
Dec 21	8:15-4:30	Clinical Supervision—Critical	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
April 19	8:15-4:30	Clinical Supervision	2 Anthony Avenue	WEL/JK/JR/MD
May 16	8:15-4:30	Clinical Supervision	2 Anthony Avenue	WEL/JK/JR/MD
June 21	8:15-4:30	Clinical Supervision	2 Anthony Avenue	WEL/JK/JR/MD
July 19	8:15-4:30	Clinical Supervision	2 Anthony Avenue	WEL/JK/JR/MD
Aug 16	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.

Printed & Other Matters: Counter-Intuitive.

Suppose you were on *Let's Make a Deal*. How would you choose a door?

The Monty Hall Problem

<http://www.youtube.com/watch?v=mhlc7peGIgG&feature=related>

Testing The Monty Hall Problem

http://www.youtube.com/watch?v=o_djTy3G0pg&feature=related

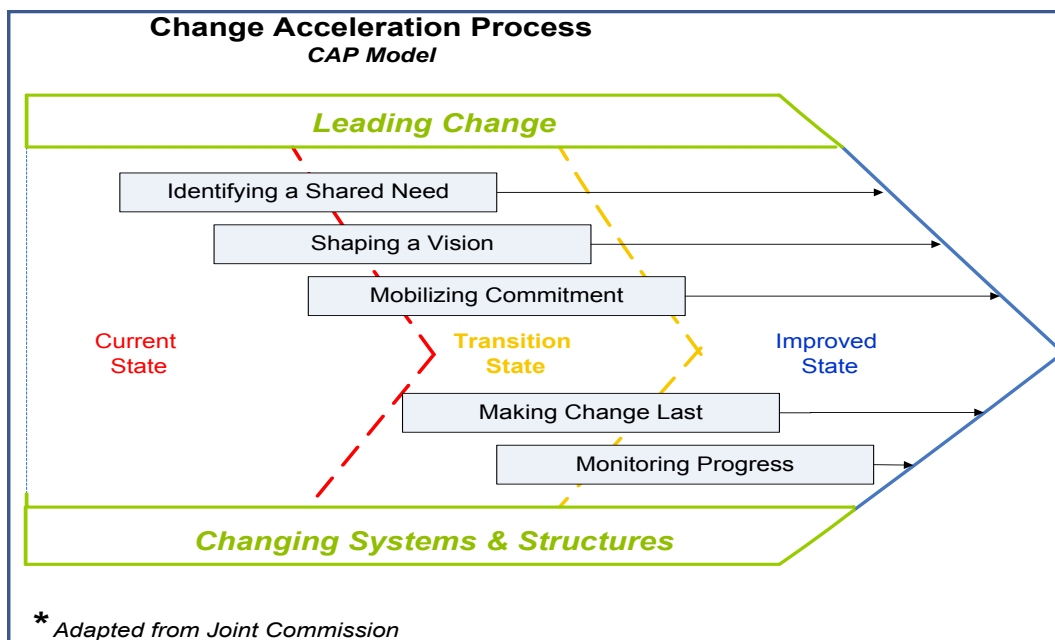
What do you think?

- ◆ Does this counterintuitive reasoning apply to how we work with improvement teams? How or how not?
- ◆ Does this “problem” have anything to do with the point of the tea cup story? Of emptying our minds, letting go of our assumptions?

Is it about learning to make decisions in a different way? To think more critically? And, as Continuous Improvement Practitioners understanding and helping others to understand how to analyze and make decisions?

Take a look at *Intro to Decision Analysis*:

http://www.youtube.com/watch?v=ilr_gUeXH1s&feature=related





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.

BTC Contact:

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TTY: 1-800-606-0215



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
Terry Sandusky*	L	Univ. of Maine			
Bonnie Tracy	C-O	Kim Jenkins	O	DOT	
		Brynn Riley	I-O	Michael Burns	C-O
				OPEGA, Legislature	
				Matthew K. Kruk	I-O
Community – Private Sector					
Rae-Ann Brann	L	James Fussell	I-LCL	Henry B. McIntyre	C-LCL
Arthur S. Davis	C-L	Kelly Grenier	I-LL	Douglas Patrick	O
Ericka Deering	O	Ted LaCrone	O	Anne Rogerson	C-LCL
Nancy Desisto*	C-L	Walter E. Lowell*	L	Ghassan Saleh	O
				Clough Toppan	C-LCL
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	