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Bend the Curve CIP-News - January, 2013

Bend the Curve Continuous Improvement Practitioners

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January 2013

Volume 8 Issue 1

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Special points of interest:

- Next Clinicals
 - Feb 15
 - March 15
 - April 19



Transforming Organizational Relationships for High Performance

Jody Hoffer Gittell, Ph.D.
Brandeis University

Friday, November 16, 2012 10AM-Noon

Dr. Gittell presented a highly successful workshop to introduce the public and private sector participants to Relational Coordination and the work that she and other practitioners and researchers are developing. ("Wish it had been longer" was a comment expressed by many participants.) This was followed by a special afternoon session with the Bend the Curve Continuous Improvement Practitioners.

Relational Coordination explores how coordination by workers contributes to quality and efficiency outcomes in service and other settings, including healthcare. Effective coordination of work (typically highly-interdependent) is carried out through frequent, timely, accurate, problem-solving communication reinforced by relationships of shared goals, shared knowledge, and mutual respect — demonstrating how organizations can support coordination through the design of their work systems.

Relational coordination is particularly useful for improving quality and efficiency performance under conditions of task interdependence, uncertainty, and time constraints, helping organizations to transform the relational dynamics underlying their work processes and to redesign their structures to support and sustain new dynamics.

Andy Tolman and Nancy DeSisto put it well:

Andrews L. Tolman
Maine CDC, DHHS

Jody Hoffer-Gittell is bridging the gap between what most of us know instinctively and how to develop a system to institutionalize that instinct. Instinctively, we know that our work is easier and more effective when we have positive relationships and a good understanding of how our work fits in with the assignments of the people we work with. A social network helps keep the workplace functioning and can serve as a bridge to work through problems as they arise.

Her work with airlines and, more recently, health care offers insight on how this kind of personal network can be translated into an institutional network. Productive work flow and well-developed systems are positively amplified by both the individuals and the systems having knowledge of and respect for the other working parts of the system. Developing a culture of mutual understanding and appreciation is a valuable part of implementing good Lean practices.

cont'd on p.2



Relational Coordination: <http://rcrc.brandeis.edu/>

Dr. Gittell: <http://www.jodyhofferjittell.info/content/rc.html>

Relational Coordination (cont'd from p.1)

Nancy DeSisto Outcomes (& BTC CI-P)

Much of my work with Maine State government in the 1980s was implementing what I now would call *relational coordination* among the departments of Human Services, Mental Health, Corrections, Education, and Public Safety on behalf of children's services. Children services cut across all five agencies, and the five commissioners and ninety of their staff participated in an interdepartmental effort over the course of a decade.

We did not accomplish all we hoped, but we received national recognition for accomplishing the impossible: Various State agencies working with each other on behalf of client services without constant bickering and jockeying for power.

Most people thought I had the hardest job in State government, refereeing the departmental representatives. But I had one of the most rewarding jobs.

Once we had a common goal, I worked with wonderful, intelligent professionals who devoted their time to working together to improve the State systems serving children. We were the envy of many states at that time. We could submit testimony to the Legislative committees signed by five Commissioners. The Legislators were delighted that they did not have to spend their time synthesizing the departmental positions. We did that ahead of time. They concentrated on the policy and budget implication of the issues at hand.

What I loved about Jody's presentation is that while collaboration is not new, she has given it a name, developed a model, and proven with evidence-based research that it works. We all can now follow a model rather than make it up from scratch again and again. Adding the Lean technology, that we have been practicing, adds tremendous strength to an effort that uses relational coordination.

Those of us who can do both well can be very successful in helping groups and organizations move forward in a way that respects people and the most effective way to do business. It is both, not one or the other.

It is Win — Win — Win !



JODY HOFFER GITTELL, Ph.D. is a professor of Management at Brandeis University's Heller School for Social Policy and Management. She also serves as Executive Director of its Relational Coordination Research Collaborative which Brings together practitioners and researchers to transform organizational relationships for high performance.



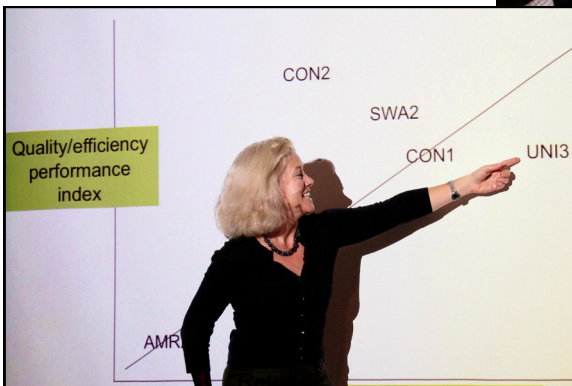
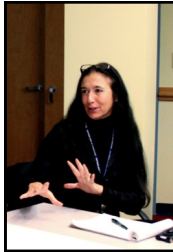
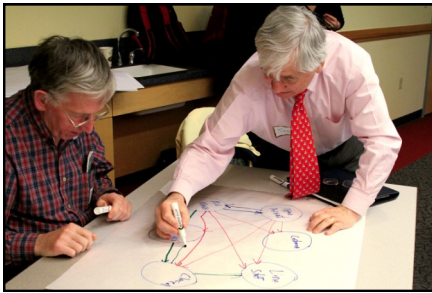
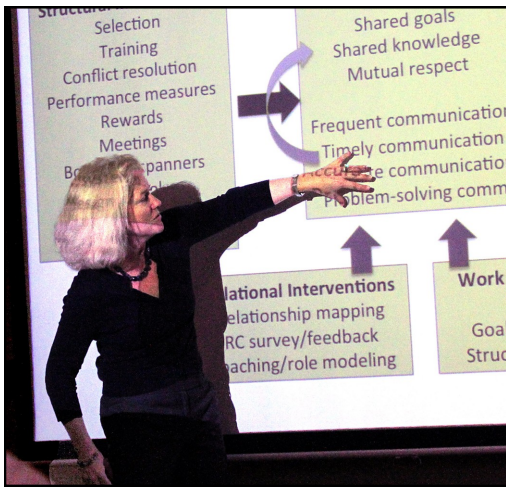
She has published in numerous scientific journals and is the author of -

The Southwest Airlines Way: Using the Power of Relationships to Achieve High Performance (McGraw-Hill, 2003) and High Performance Healthcare: Using the Power of Relationships to Achieve Quality, Efficiency and Resilience (McGraw-Hill, 2009),

as well as co-author of -

Sociology of Organizations: Structures and Relationships (Sage Publications, 2012) and Up in the Air: How Airlines Can Improve Performance by Engaging Their Employees (Cornell University Press, 2009).

Dr. Gittel received her BA from Reed College, MA from The New School, and PhD from the MIT Sloan School of Management. She taught for six years at the Harvard Business School before joining the faculty of Brandeis University.



Innovation Engineering

On Friday, January 11th, Doug Hall held a one-day Innovation Engineering (IE) Retreat at USM in Portland (*Walter Lowell & Lita Klavins participated*). Doug Hall is an internationally renowned innovation researcher, author, and founder of Eureka! Ranch. While based in Cincinnati, Ohio and Prince Edward Island, he is a "Mainer" and, in addition to his other extensive work, teaches at and partners with the University of Maine system, principally through the Foster Center for Student Innovation in Orono. UMO now offers a minor in Innovation Engineering. (*Remember Nancy DeSisto's two BTC Clinical Supervision modules, based on IE, way back in the spring of 2011? Almost two years ago now.*)

The Innovation Engineering Management System is a scientific method for accelerating more profitable products, services, customers, markets, and processes. The system applies the system mindset and principles of Dr. W. Edwards Deming to innovation and growth.

*Create a Culture of Never-Ending Innovation
That Delivers Increased Speed & Decreased Risk*

A Management System that helps create A Sustainable Innovation Culture that Increases Innovation SPEED (up to 6x) & Decreases RISK (by 30/80%).

**Meaningfully Unique Ideas.
Fail Fast, Fail Cheap.**

The Retreat was geared primarily toward organizational teams to help them in the development and implementation of meaningfully unique ideas — using stimulus mining, mind mapping, and other IE methods and processes. A goal for the day was for each team to have identified, developed, and planned for at least one innovative idea.

★ ★ ★ ★ ★ ★ ★

How Does Innovation Engineering Work?: video by Erick James

http://www.youtube.com/watch?v=HyW7VT_92_A

INNOVATION = Meaningfully Unique	=	Explore/Mine Stimulus	Leverage Diversity of Thinking
		Drive out Fear	<i>Within ourselves and from others</i>

*Fresh ideas come from making connections ... 1+1 = 3
The more you KNOW the more Connections you can make.*

<http://innovationengineeringlabs.com/>

Printed & Other Matters

"What is Process Excellence?" (Click on the Video pages at the top & then scroll down until you see this video):

<http://www.processexcellencenetwork.com/people-performance-and-change-in-process-improveme/videos/what-is-process-excellence/>

Note on the schedule of *Bend the Curve* events below that the next Clinicals will include special morning modules. As with the past highly successful *Relational Coordination* and *Critical Thinking* workshops, this portion of the Clinicals will also be open to non-CI-Ps. The rest of the Clinical agenda will be restricted as usual to only CI-Ps.

These special modules will be "progressive". We will start with Jon Kirsch, formerly with Maine MEP and currently the Operational Excellence Manager for Lonza Rockland. (Remember Jon from the "old" BTC days?) He will lead a workshop on *Strategy Development & Deployment: What is your True North?*

Lean and Six Sigma are great tools; however, we all need to focus on the prize. Developing goals for one year or five years, developing strategies to get there, and then deploying those strategies will keep us all heading in the right direction.

This workshop focuses on strategy development and strategy deployment, asking —

- *How do we set our "True North", our direction for our organization/program?*
- *How do we let all employees know what their (our) role is?*
- *How do we get all employees engaged in the deployment of those strategies?*

An organizational strategy is a great thing to have, but what do you do with it once you have it? You will leave this session with a couple more tools to help deploy that strategy. And with your thinking hat on and with time, you can start building yours....

BTC Lean Schedule

Date	Time	Topic	Location	Contact
Feb 15	8:15-4:30	Clinical Supervision-True North	2 Anthony Avenue	WEL/JK/JR/MD
March 15	8:15-4:30	Clinical Supervision— Building an Effective Strategic Plan	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
Sept 20	8:15-4:30	Clinical Supervision	2 Anthony Avenue	WEL/JK/JR/MD
Oct 18	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

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BTC Calendar

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

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.

We're on the net !

<http://www.maine.gov/dhhs/btc>

**Bend
the Curve**

Continuous Improvement Practitioners: BTC Intervention Facilitation Status

DHHS		DOL		DAFS	
Kate D. Carnes	C-O	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	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	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	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 CI-P		I - Inactive	C - "Champion for Lean" - not facilitating		
L - Lead (LL-Learning)		LCL - Learning Co-Lead		O - Learning Observer	