

10-1-2006

Bend the Curve CIP-News - October, 2006

Bend the Curve Continuous Improvement Practitioners

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Bend the Curve Continuous Improvement Practitioners, "Bend the Curve CIP-News - October, 2006" (2006). *MDOL Bend the Curve Archive*. Paper 60.

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BTC Today !

October 2006

Volume 1, Issue 2

If you have been following the news lately, you'll have noticed a new report out called "Charting Maine's Future." This report was produced by the Brookings Institution to answer the question "Can we build prosperity in Maine?" One of the report's specific recommendations is to streamline government and recommends a "top to bottom overhaul of bureaucracies to improve services but also to help reduce the tax burden."

(<http://www.brookings.edu/metro/pubs/maine.htm>)

Sound familiar? This is one of the key BTC tenets and what we all have been working to advance in state government. While we are just getting started, many already have seen the benefits and opportunities that BTC brings to the workplace. Moreover, we have a corps of CIPs skilled and trained with a state-of-the-art methodology to carry this initiative forward.

Lean Work

In September we successfully completed the White Pages VSM with the added benefit of having a stenographer capture the entire two-day session. We now have a 135-page transcript which we hope will serve as a

useful training guide. Please contact OLM if you're interested in reading it.

The first Lean training session for the "Managing in State Government" course was delivered this month. This was an hour long session on basic BTC ideas and Lean principles. We are hoping to expand this to a full day session and pull in our CIPs to do some of the sessions. If you are interested in working on the day long curricula, feel free to contact Kate Carnes. We have a planning date scheduled for October 25th from 8 to 10 AM.

We have a number of initiatives starting up this month that will provide a lot of opportunities for CIPs to continue to practice and build their skills. We have been asked to apply our skills to assisting with re-designing the Autism delivery systems. From the initial sound of the project this could be as big a project as Adoption Services. We fully intend to apply what we learned from the Adoption Services VSM to this work. We are working on improving our engagement process (see p. 3) in order to fully understand the work that is being requested of us and what would be the appropriate

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Special points of interest:

- Next Clinical: October 20th !
- Draft Engagement Process

Call for CIP Help !

Vacancy	Event	Contact	Date
Co-Lead & 2 Observers	Microbiology VSM	K. Carnes	TBD
Co-Lead & 2 Observers	Incident Reporting Kaizen	W.Lowell	TBD
2 Observers	Travel Voucher VSM	A. O'Brien B. Greene	Nov 8,13

If you are interested: Call 287- 4307 - or- E-mail Walter.Lowell@Maine.gov

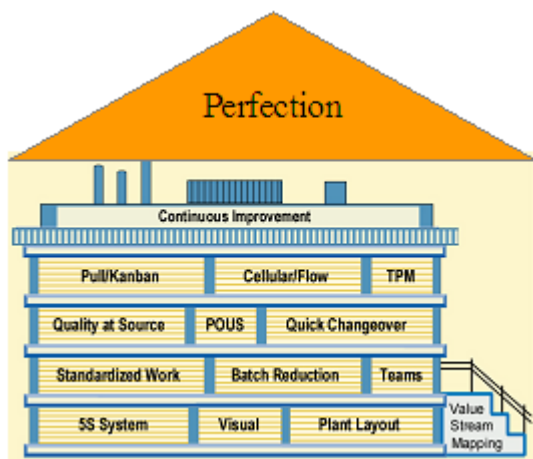
Clinical Supervision News

The September Clinical Supervision agenda was, as usual, full : Arthur continued the Fishbone analysis with the CIPs, now using the 5 *Whys* in order to get to the root causes of the problems people are having with Lean “Math.” Jon facilitated a discussion of the planned CIP Certification Kaizen (now scheduled for 11/14-16), and Susan led us through developmental topics, including development plans and giving and receiving feedback.

Walter discussed the New Balance study mission, noting the extraordinary success of the Maine site and the lessons we can learn from NB. Similar examples are now developing within State government, and we will explore also conducting internal study missions.

In the mentoring discussion, we agreed to begin establishing relationships more informally by each CIP present agreeing to contact “assigned” CIPs (not present) to update them on what has been happening and to determine what could be done to support their full participation.

Next Clinical Session: October 20th. Please make every effort to attend. These are critical sessions for your professional development and the success of your CIP work.



Schedule of Events

Date	Time	Topic	Location	Contact
Oct 12	10- 11	Awareness Session #1 Microbiology	HETL	Walter
Oct 13	8 – 3	Planning: Certification Kaizen & Clinical	Greenlaw	Walter, Arthur
Oct 16	12 - 2	CIP Planning Session	Greenlaw	Rae
Oct 17	1 – 4	Planning: Autism	Greenlaw	Nancy, Walter
Oct 19	8:30-10	Plan: Complaint Investigation	Greenlaw	Walter
Oct 19	2 – 3	Webinar: LEI, Jim Womack	Greenlaw	Walter
Oct 20	8–4:30	Clinical Sup.	BLS, Hallowell	Arthur
Oct 23	9 – 10	Awareness: Me CDC	Key Bank, Augusta	Walter
Oct 23	1- 3	DHHS CIP	Greenlaw	Walter
Oct 24	9 – 12	Follow-up: Adoption Services	442 CCD Augusta	Walter, Virginia Marriner
Oct 25	2 – 3	Awareness #2 : HETL	HETL	Walter
Oct 27	8 – 4	VSM: Autism	Greenlaw	Walter
Nov 8 & 13	8-4:30	Travel Voucher VSM	Greenlaw	Becky Ann
Nov 14-16	8-4:30	CIP Cert. Kaizen	Greenlaw	Walter, Arthur
Nov 17	TBD	Brain Injury	Greenlaw	Nancy Muriel
Nov 17	8-4:30	Clinical Sup.	BLS	Arthur
Dec 12	9 - 12:30	Adop. Serv. Imp. Plan Review	442 CCD Augusta	Walter, Virginia Marriner

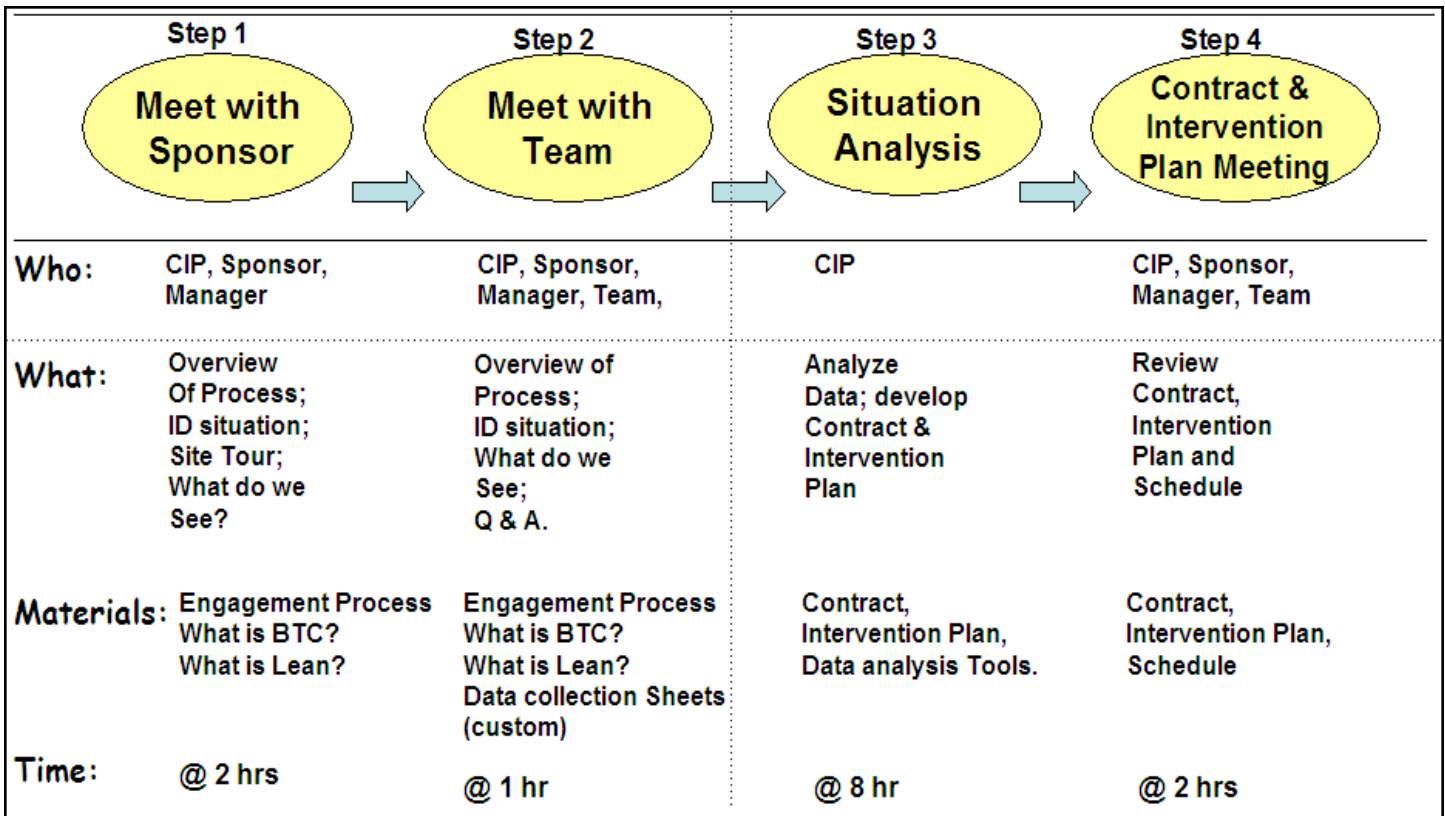
Spaces available for CIP Observers !

New Lean Intervention Engagement Process Proposed

We have been working hard to improve how we engage our work with sponsors and managers. The idea here is to gather as much information up front in order to better determine what type and how many interventions may be needed for a particular request. We have been working as if everything is a VSM but we are discovering that in some cases the work that is requested of us is something different. Since we realized we did not have an effective process to engage the work we spent sometime to develop one that we thought might work. We are cur-

rently piloting with good results. You will here more about it at our upcoming clinical where we hope to present it for comment and feedback.

This is the process in which CIPs begin the work with the requesting Sponsor, Manager, and Team. The purpose is to meet the sponsor, manager, and team; identify the situation and issues; get clarity on what is being requested; provide an overview of BTC and Lean principles; tour the site; collect data as necessary; develop the contract and intervention strategy; and schedule interventions / events.



Latest VSM/Kaizen Updates

Brain Injury Services: Muriel and Nancy led a session on transferring Brain Injury Services from the Office of Elder Services to the Office of Physical and Cognitive Disabilities. This was an interesting piece of work since we had to adapt our VSM process to meet the sponsor's requirements. PLEASE NOTE: They have another session planned for November 17th.

HETL: We are continuing work at the HETL, now at Microbiology Lab. We have been piloting a new Engagement Process (see above) and will be planning a series of Lean interventions with them, and we will be looking for some CIPs to help out. Lots of interesting opportunities here since the HETL is run like a business, and many of the lean manufacturing concepts apply directly to their work.



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



We're on the Web !
<http://inet.state.me.us/dhhs/bendthecurve/index.shtml>

October 16th DHHS CIP Communications Meeting

This was a very productive discussion, identifying barriers to CIP commitment and participation such as work/scheduling conflicts, involvement too late in processes, and lack of Lean prioritization. The discussion moved on to suggestions for change and action. These included more training/education at the biweekly CIP meeting, CIPs as Lean focal points for their offices/programs, development of a cadre of Lean Champions, improved communication/marketing opportunities, Lean duties included in performance appraisals, oversight by executive/senior management, survey of CIPs re: their needs, etc. The full discussion notes will be posted on the Web site and discussed at the 10/23 biweekly meeting.

Lean TIPS

- Trust customers/clients.
- Trust staff/employees.
- Service is the creation of value.
- Service is delivered by the process and not just the people in the front line.
- Service means attending to the basics.
- Listening to customers/clients is the key.
- Use customer/client data to drive change.

<i>DHHS CIP Listing</i>	
<i>L = LEAD or CL = Co-Lead</i>	
Brann, Rae-Ann	L
Carnes, Kate D.	L
Christian, Wendy	
Desisto, Nancy	L
French, Jane	L
Fussell, James	L
Greene, Rebecca	L
Johnson, Kimberly	
Klavins, Lita	L
Lemieux, Don	
Littlefield, Muriel	CL
Lowell, Walter	L
Nicholas, Jack	
O'Brien, Ann	L
Ring, Cheryl	
Robinson, Christine	
Sandusky, Terry	L
Shapiro, Jeffrey	CL
Toppan, Clough	CL