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Bend the Curve CIP-News - October, 2007

Bend the Curve Continuous Improvement Practitioners

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Hold on tight to your dream

— *Walter E. Lowell*



It was a dark night. I was standing with my hands holding the handles of my daughter's wheel chair. We were on a beach looking across a lake. The black waters reflecting Cinderella's castle brilliantly lit for all to see.

It was a magical moment for us, and we both understood why it is the Magic Kingdom. It was as if in a dream, but a wish and dream that had come true. The dream was made real for us because someone somewhere had an idea, a vision about needs that could be filled. These visions became known as the Magic Kingdom and the Make-A-Wish Foundation. The latter with a mission to make true the dreams of desperately sick children. Before this, a sick child's dream was just that, only a dream.

All things we value in life begin as a dream — an idea that if we are persistent, patient, work hard, remain faithful, and avoid the dangers of fatigue and the trials of discouragement, the dreams will be made real. The world we know is created in this way.

This past September I had the privilege of being an instructor along with Lita, Arthur, John, Janet, and Jon in the 4th Development of Practi-

tioners (DOP) session held at the Sukeforth Center at China Lake. The instructors, along with Susan Gallant, had worked hard all summer bringing a dream into reality.

The design of DOP # 1-4 was based on the experiences of past sessions, your feedback, and all the lessons learned from those previous sessions. By all accounts DOP # 1-4 was a success. Hard work paid off, and our dream of providing an experience where State employees can learn a new way to think about and improve work became a reality.

In the early summer, we sent out a call to staff inviting them to attend the September DOP. Thirteen people answered the call.

All of you who have been to a week long DOP session know the experience these thirteen were about to embark upon. They came with a dream / vision similar to the one that inspired you to attend — that work could and should be, as Ed Deming would say, a place of joy. Where people work together to continuously solve problems and build and improve systems that meet the needs of our clients and customers in a timely, error-free, and cost-effective manner.

This is a magnificent vision.

October 2007

Volume 2, Issue 10

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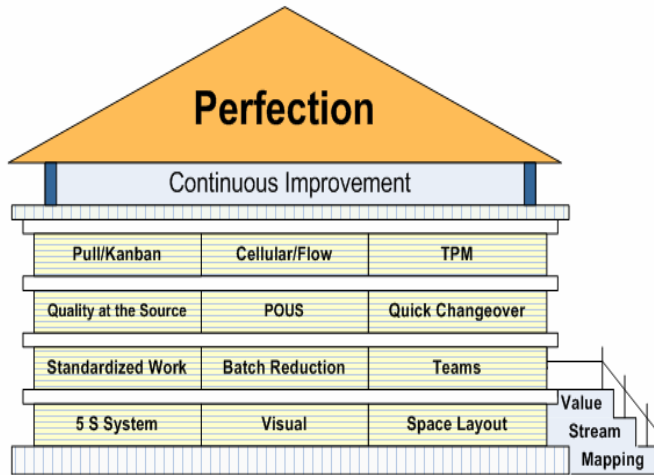
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Special points of interest:

- Next Clinicals
 - October 19
 - November 16
- DOP 2-2 set tentatively for April 7-11, 2008 at China Lake Conf. Center.

Cont'd on p.7 —

The House of Lean Thinking



If we rely only on people in high positions of authority to get it right, then we become enormously dependent on the particular genius or competence of that individual, and that makes us vulnerable. Whereas, if we begin to distinguish leadership from authority, we begin to see that in fact there are people exercising leadership all over our communities every day.

Ronald Heifetz. Interview: Molly Lanza, Harvard. Center for Public Leadership. Kennedy School Insight. Research and Policy. 10/31/05

Development of Continuous Improvement CI-Ps DOP 1-4: Level 1 Introductory Training Flow

Day 1- Monday	Day 2- Tuesday	Day 3- Wednesday	Day 4- Thursday	Day 5- Friday
Create Learning Organization	Directly Observe Work Activities, Connections, Flows	Systematic Waste Elimination	Establish High Agreement What and How	Systematic Problem Solving
7:30 Gather, Breakfast 8:00 Welcome <ul style="list-style-type: none"> Start-up & Overview Break 5 Lean Principles Learning Community and Organization Learning trios CIP Consulting Process 	7:30 Gather, Breakfast 8:00 Start-up <ul style="list-style-type: none"> Facilitation Break Process Mindset Break Customer-Supplier Relationship (simulation) 	7:30 Gather, Breakfast 8:00 Start-up <ul style="list-style-type: none"> Principle: Systematic Waste Elimination Language of Waste Break Apply Lean Concepts Break Change: Individual-Team 	7:30 Gather, Breakfast 8:00 Start-up <ul style="list-style-type: none"> Principle: High Agreement of What/How Standardization Break Standardization cont' Facilitating High Agreement 	7:30 Gather, Breakfast 8:00 Start-up <ul style="list-style-type: none"> Principle: Systematic Problem Solving Problem Solving Tools (sim.) Break Facilitating Problem Solving Deeper Follow-up & Evaluation
12:30 · Lunch	12:30 · Lunch Trios	12:30 · Lunch	12:30 · Lunch	12:30 · Lunch
1:15 <ul style="list-style-type: none"> Envelope Simulation Contracting Break Describing Current Systems Give & Receive Feedback Reflection & Integration Review & preview à Assignments 5:30 · Adjourn	1:15 <ul style="list-style-type: none"> Measurement Map Current State (VSM) Break TOOT Reflection & Integration Review & preview à Assignments 5:30 · Adjourn	1:15 <ul style="list-style-type: none"> Map Future State Break TOOT Reflection & Integration Review & preview à Assignments 5:30 · Adjourn	1:15 <ul style="list-style-type: none"> TOOT Implementation Planning Break Change: Organization Project Management Reflection & Integration Review & preview à Assignments 5:30 · Adjourn	1:15 <ul style="list-style-type: none"> Development planning Closure/re-contracting Reflection & Integration Review & preview à Assignments 4:00 · Adjourn



DOP 1-4 Continuous Improvement Practitioner Trainees and Faculty

Front Row: Nancy Cronin, Eric Dibner, Deidre Coleman, Jon Kirsch (F), Brenda Drummond, Rick Jeselskis, Janet Eastman (F). **Back Row:** Robert (Henry) McFerren, Jessica Glidden, Walter Lowell (F), Gaetane Johnson, Helen Wiczorek, Lita Klavins (F), Joan Cook, Arthur Davis (F), Scott Neumeyer, Marcel Gagne, Rebecca Vigue, John Rioux (F).

**Once I had a dollar,
Wind blew that away.**

**With a load of work to cart 'cross the state
Is our team gonna wait? How long will it sit?
What's wrong with the picture? Best coordinate.**

"All in a day's work," what's that mean?

Where flows the value stream?

How easy is it to reach a dream?

Whys are Labor's wise lead to Lean.

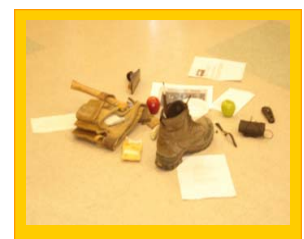
**What the customer wants and will gladly pay,
Keep on improving. Peel back layers, pick up speed,
There is change to spare, each minute of the day.**

**Once I had a dollar,
Wind blew that away.**

**— Eric Dibner
9/20/2007**



As part of the DOP 1-4 closing ritual, everyone brought something that stood as a metaphor for their DOP week — a feeling, a learning, an experience. As well as family photos, toolbelt, apples, big shoe (to fill), watch, etc. brought by others, Eric wrote this poem and sang it for the group.



DOP 1-4 "Visuals"





The case study I brought to the CIP DOP I-4 training dealt with the wastes associated with the D.O.T.'s hot maintenance mulch program.

This program has been a "way of life" within the department for the past twenty plus years.

It is a process for overlaying deteriorated roadways with a thin layer of hot top in order to preserve it (or in many cases band-aid it) until more money is allocated to make the needed repairs. The downside to this process is that we contract out the production of the maintenance mulch and the physical paving of the roadways, but we (the department) haul the material from the production plant to the pavers.

Over the course of the last two weeks, I have observed and participated in a VSM with Wayne Messer of MEP to really take a look at this process.

As a person who has performed these functions for four years within the department, I never saw before what I saw while observing during this VSM.

I was awakened to many different areas where we hurry up and wait: the operators show up to work early in the morning to hurry

to the plant to wait for the contractors to begin work; we hurry to get loaded to hurry to the jobsites to wait on the contractors to begin paving; and then we hurry back to the plant where we wait to get loaded again.

I remember my father telling me how the military operated when he was in uniform — "hurry up and wait" — and that was what kept coming to my mind while seeing how we perform this process.

While working with Wayne, I had the opportunity to help put together a current state and spend a day in the field actually timing these actions. We are currently about half way through setting up a future state.

My initial thought of how we can improve was to cut out the contractor since it appears as though we are at their mercy, and we are "forced" to work at their pace. The other initial thought was that we are overproducing the materials; therefore, if the contractor actually slowed down their production we would be able to set a steadier pace and probably not need as many trucks as we are now using.

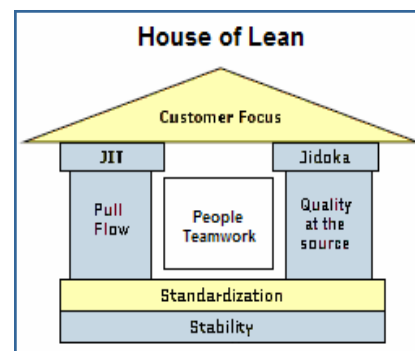
Currently, what has been put together in the future state includes some radical changes, and I am sure when

we reconvene to finish the future state, there will be more changes that will move us in the direction we want to head over the next few months.

While working on this VSM, I was able to "step back" on numerous occasions and see the techniques that were used and taught during the DOP 1 training.

I recalled Walter telling us that in many cases the data manager may become so involved that they begin assisting the facilitator; I found myself in this position at one point but didn't realize it for quite a while. I did, however, recognize the facilitation and VSM process that were taught during the training and that were utilized in the same fashion during this VSM facilitated by MEP.

Overall for me, it was relieving to see the entire process happen and (up to this point) feel more comfortable that I, too, can facilitate a VSM in the future.



Study Mission: Maine CDC Health & Environmental Laboratory (HETL), DHHS

9/21/2007

On Friday, September 21, 2007, Sheryl Smith (*scribe*), Ann O'Brien, Billy Jo Ladd, Tim Griffin, Karen Elliott*, Peter Diplock (*scribe*), Merle Davis, Wendy Christian, and Rae Brann visited DHHS's Health & Environmental Testing Laboratories to get a first-hand look at the Lean improvements the Labs have been making over the past year or so. Nancy Desisto was also able to sit in briefly. (*Karen Elliott is a DHHS manager whose Elder Services Team has done a VSM on Estate Management and is addressing implementation.)

HETL Overview

We were greeted by Jack Kreuger, the Director and enthusiastic Kohai (student) of Dr. Walter Lowell, who has led the multiple Labs on their Lean journeys. Dr. Krueger talked about the challenges HETL faces, including aging facilities and equipment, the constant push for greater economies, and the need to conform to standards.

In describing the Lab's Lean journey, he cited preparatory Organizational Development work done with Nancy Desisto as a crucial element in the subsequent success of their Lean implementation. Additionally, Jack committed his Management team to a multi-month training with Dr. Lowell before engaging DHHS's Office of Lean Management in their first three formal Value Stream Mapping interventions. The foundation of this successful effort has been staff participation and ownership.

The three Lean Interventions, encompassing all areas of the Lab, were then presented to the study mission group. *(In all cases, the actual analysis of samples was excluded from the Value Stream mapping, as these processes are already highly standardized, the audience is much more specialized, and there are many efficiencies to be gained outside the actual scientific processes.)*

Forensics Lab

The **Forensics Lab** was the first VSM held. They were interested in finding ways to work together, cross-train, and 'shore up' their operations. The results included

- A dramatic decrease in lead time for Solid Drug testing that went from more than 350 minutes down to 50 minutes
- Reductions in NVA.
- \$ 20,000.00 savings annually by better utilization of skill sets.

Microbiology Lab

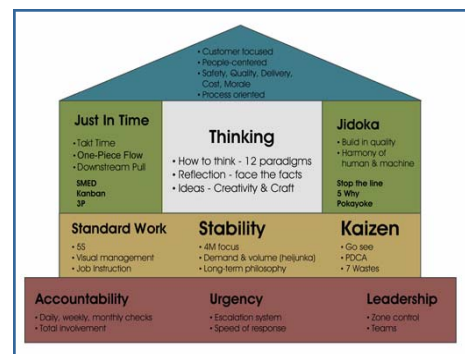
Microbiology wanted to reduce multiple accessioning streams to one process through which all samples would flow - from shipping out containers to the mailing of reports and bills. Because all staff wanted to be involved, this VSM was done as a 2-part Current State, with a representative subgroup designing the Future State and Implementation Plan. These were posted back at the Lab for comment from the rest of the group, and modified accordingly.

- Shipping/Receiving room modified their Receiving process by changing the process and 'participants' and setting up a single area. – much faster, 'smoother'.
- Single Order Form Kaizen – Succeeded in distilling 10 forms down to 1 – which will be web-enabled, eventually.

Environmental Lab

Environmental Lab – The 'Water Testing' Lab was satisfied with the quality and price of their 'widget', but wanted to cut down on lead time and delight customers. Perceived problems included an excessive number of reviews, aging equipment, and the need for cross-training.

- 90% reduction in lead time from 15,135 min. to 1,800 min.
- Institution of 'stand-up' meetings.
- Extensive use of visuals.
- Staff inclusion/participation is beginning to make Kaizen (improvement) a standard.



5 S / Safety / Tour

We met 'the Queen of Lean', Audrey Littlefield, who took us on a tour after a brief presentation of the Lean work she has patiently and persistently accomplished ('infecting' quite a few others along the way). To start, Audrey described her initial efforts in revising the scheduling, meeting management, and minutes of the Safety Committee (she is Safety Officer).

- Improved attendance
- More productive meetings
- Members read minutes and discuss contents!

The tour was brief but very impressive, highlighting the maximum use this staff makes of inadequate space and equipment. Audrey showed us a good many 5S activities that have decreased confusion (and hazards), and helped to make work more visible and standardized:

- Refrigerators purchased with glass doors so you can see what's in them.
- Staff lockers to keep personal items out of labs.
- Point of Use Storage (POUS) being implemented.
- Each team now with a 'stand-up' area.
- A tremendous amount of cleaning, sorting, and reclaiming of space.
- Surplus property areas set up.
- Materials stored in places where they are visible.
- Many computer efficiencies realized, enabling 'inspection at the source' in one case. Automation of ELISA testing has freed up a large chunk of chemist time.

A very impressive example of the adoption of Lean ideas and methods was that staff member Lori Webber took it upon herself to reorganize an extremely disorganized, crowded, and highly (viral) sensitive area so that traffic is not criss-crossing (modifying traffic patterns to enhance safety), supplies are where they are needed (POUS), and security and safety around the materials being handled are ensured.

- The next activity will be a Kaizen to see who should move into the space being vacated above the labs (and how to accomplish it in a Lean manner). The lofty goal is MORE LAB SPACE.

Debrief

The Director and other Presenters sat in on the debriefing to receive our feedback. The CI-Ps were very impressed with the implementation they had seen, commenting on the use of visuals, whiteboards. They also noted the emphasis on rapid implementation – and the difference it makes in the success of an intervention. The incredible support for staff efforts resonated for CI-Ps. The comment was made that it was surprising to hear Lean activities described as 'Morale Boosters', as we have focused so much on resistance to change. Jack's response was that he had seen a change in attitudes over time. He did note, however, that there have been 4 disciplinary actions, and 2 staff have actually left.

When asked if 'Lean' has resulted in measurable improvements on Performance Appraisals, the response was that the gains were actually more in *enhanced teamwork*. Lab management emphasized that Lean is about empowering people.

One of the CIPs also pointed out that in going through the Organizational Development and Lean Prep activities, the Management Team at HETL became Leaders.

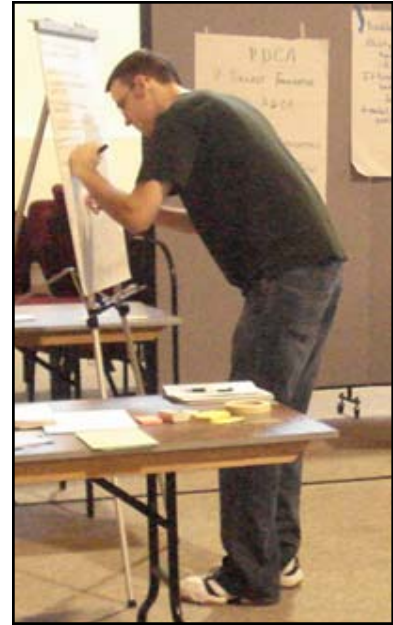
*Remember that Lean Tools are not Ends
in themselves but are Means to the End.*

— ad. from Getting the Right Things Done by Pascal Dennis

BTC Lean Events

Date	Time	Topic	Location	Contact
Oct 19	8-4:30	Clinical Supervision	Greenlaw	ASD
Nov 16	8-4:30	Clinical Supervision	Greenlaw	ASD
Dec 21	8-4:30	Clinical Supervision	Greenlaw	ASD
Jan 18 2008	8-4:30	Clinical Supervision	Greenlaw	ASD
Feb 15	8-4:30	Clinical Supervision	Greenlaw	ASD
March 21	8-4:30	Clinical Supervision	Greenlaw	ASD
April 7-11		DOP 2-2	China Lake Conf. Center	ASD

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



Hold on tight to your dream (cont'd from p. 1)

The DOP sessions challenged us all and asked to think differently about our ideas of work and opened new pathways to show how we could transform the workplace.

If there was no one or no organization that was able to do this kind work, then it would be easy to say this vision is only for dreamers. But CI-Ps know the Lean story, and we are believers in the dream.

There are examples of success everywhere and now, thanks to you, even in Maine State Government. The dream that brought you to a DOP has been made real.

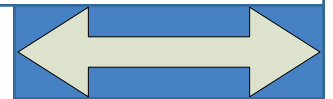
It is true, we have a long way to go and much work to do, but nothing happens until we take that first step. When that step is following a dream, it is a step into the future — which is to say a world that right now does not exist. The Make-A-Wish Foundation and the Magic Kingdom were once only dreams, visions, but think of the joy those dreams have now brought to millions.

We are now joined by 13 new CIPs who share our dream, our vision. We look forward to working with them.

Please join me in welcoming the new CIPs to our journey and helping us make our vision a reality.

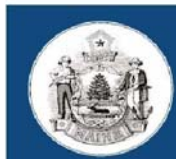
— *Walter E. Lowell*

The Ins & Outs of CI-Ps



★ Robert Slocum retired from DOT after 36 years at the end of April (we're just catching up here). Among his plans: work with his son building houses.

★ **Welcome** to the thirteen CI-P trainees who completed their introductory DOP 1-4 on September 21st. You can see their photos and names on the third page. Welcome All!



Department of Health
and Human Services

Maine People Living
Safe, Healthy and Productive Lives

John E. Baldacci, Governor

Brenda M. Harvey, Commissioner

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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 net !

<http://inet.state.me.us/dhhs/bendthecurve>

<http://www.maine.gov/labor/bendthecurve/>

Bend
the Curve

**Continuous Improvement Practitioners:
BTC Intervention Facilitation Status**

**DOP 2-2
Tentatively
Scheduled for
April 4-11, 2008**

The five-day CI-P Enhanced training (DOP 2-2) is tentatively scheduled for next April 7-11 at the China Lake Conference Center. DOP 2 is, as you know, a requirement for Level One (bronze?) certification. If you think you should attend DOP 2, please start making arrangements *now* with your supervisor. Approval from your supervisor (whose support & agreement to pay are required) is critical. Remember that you can also play an important role in DOP trainings by participating in the CI-P Instructor process.

DHHS		DOL		DAFS	
Kate D. Carnes	L	Jorge A. Acero	IA-O	Rae-Ann Brann	L
Nancy Cronin*	O	Michael T. Brooker	IA-O	Wendy Christian	O
Nancy Desisto	L	Deidre A. Coleman	O	Rebecca S. Greene	L
Jane French	L	Joan A. Cook	O	Lyndon R. Hamm	CL
James Fussell	L	Stephen C. Crate	IA-O	Alicia Kellogg	C-O
Marcel Gagne	O	Arthur S. Davis	C	Billy J. Ladd	CL
Julita Klavins	L	Merle A. Davis	L	Michaela T. Loisel	L
Don Lemieux	C-O	Eric Dibner	O		
Muriel Littlefield	C-L	Peter D. Diplock	O	DOT	
Walter E. Lowell	L	Brenda G. Drummond	O	Michael Burns	C-O
Jack Nicholas*	C-O	Anita C. Dunham	IA-CL	Jessica Glidden	O
Ann O'Brien	L	Karen D. Fraser	L	Rick Jeselskis	O
Cheryl Ring	CL	Timothy J. Griffin	L	Robert McFerren	O
Terry Sandusky	L	Gaetane S. Johnson	O	Sam McKeeman	C-O
Jeffrey Shapiro	IA-O	James J. McManus	CL	Jeffrey Naum	IA-O
Clough Toppan*	C-CL	Scott R. Neumeyer	O		
Helen Wiczorek	O	Bruce H. Prindall	IA-L	DEP	
		John L. Rioux	L	Carmel A. Rubin	IA-O
		Sheryl J. Smith	L		
		Rebecca Vigue	O		
* Community CI-P		IA - Inactive	C - "Champion for Lean" -not facilitating		
L - Lead		CL - Co-Lead	O - Learning Observer		