



**Continuous
Improvement
Lean
Collaborative**

2014 Lean Systems Summit

AUGUST 7-8, 2014

*Where Government, Services, and
Manufacturing Meet*

**Pre-Summit
Seminars**

**Networking
Gathering**

**Summit
Speakers &
Workshops**

**Thursday
August 7th**

**Thursday
Evening
August 7th**

**Friday
August 8th**

.....
Inside this
program:

Sponsors	2
Hosts	3
Speakers	4
Agendas	6
Seminars	8
Workshops	13
Presenters	20
Lean Collaborative	37
Notes	38

**Holiday Inn by the Bay
88 Spring Street
Portland, Maine**

Sponsors

We would like to thank all the organizations that have given their resources and time to make this annual meeting of Lean continuous improvement leaders and innovators possible.



**Maine Manufacturing
Extension Partnership**

GeigerGroup



IDEXX Laboratories, Inc.

Lonza Rockland



**Greater Boston
Manufacturing
Partnership**

**SME
DownEast 46**



Lean Leadership & Management

Hosts

Hosts



Maine MEP

Jøtul North America



Operational Excellence—ASD

Connecticut Department of Labor



Lean Capitol, LLC

IDEXX Laboratories, Inc.



Lonza Rockland

Maine Department of Labor



Town of Durham, New Hampshire

Government of New Brunswick
Canada



Infinite Services, Inc.

Speakers

Keynote Speaker: Nicole D. Price

Vice-President of Training Cy Wakeman, Inc.



When Nicole Price began her first leadership assignment based on popular and conventional leadership wisdom, she initially found that she was not seeing successful results and in fact saw a drop in the level of accountability her team was projecting. She pretty quickly learned that there was a better way to achieve results through incorporating a reality-based leadership approach. She joined Cy Wakeman, Inc. in 2011 and since then Nicole has created training programs and coached, promoting the idea of helping to revolutionize the way employees and leaders accomplish the unthinkable.

Nicole's extensive proficiency in coaching individuals and teams gives her a rare perspective allowing her to introduce this philosophy to all types of teams, supporting them in unearthing insights that helped to change the way they think and ultimately changed their lives.

She has experienced great success working with multiple corporations, non-profit organizations, and manufacturing environments, including The Girl Scouts of America, Unity Point Health System, HR Association of Palm Beach, The American Association of Colleges of Nurses, The Nebraska State College System, The University of Nebraska Medical Center, Madison County Health Care System, The National Association of Insurance Commissioners, The Minnesota Hospital Association, Lockton Companies, C&A Industries, North American Ag & Food HR Roundtable, Crown Castle, MorseLife, Inc., CUNA Mutual Group, Lifeserve Blood Centers of Kansas City, Arby's, Hyatt Hotels, and many more.

Nicole holds a BS in Chemical Engineering from North Carolina A&T State University and is certified in Lominger Voices 360, Leadership Architect, Interview Architect, Myers Briggs Type Indicator & Cychology

Summit Moderator: Ronald N. Dupuis, Jr. Ph.D.



Ron Dupuis is the Director of Corporate Quality Assurance for IDEXX Laboratories, Inc. He manages strategic and day-to-day activities to further expand product quality. He supports Six-Sigma and Lean programs in order to achieve improved quality, cost, and availability for all products at IDEXX.

Ron has over thirty years of experience working for manufacturing companies in Maine, primarily in the semiconductor and bio-tech industries. He was employed as a Production and Equipment Maintenance Manager at National Semiconductor and Director of Manufacturing and Supply Chain Management at Fairchild Semiconductor.

Ron has been trained at the Japanese Institute of Plant Maintenance (JIPM)

Speaker

Speaker

Keynote Speaker: James P. Womack, Ph.D.

Founder & Senior Advisor Lean Enterprise Institute



Management expert James P. Womack, Ph.D., is the founder and senior advisor to the Lean Enterprise Institute, Inc., a nonprofit training, publishing, conference, and management research company chartered in August 1997 to advance a set of ideas known as lean production and lean thinking, based initially on Toyota's business system and now being extended to an entire lean management system.

The intellectual basis for the Cambridge, MA-based Institute is described in a series of books and articles co-authored by Womack and Daniel Jones over the past 20 years. The most widely known books are: [The Machine That Changed the World](#) (Macmillan/Rawson Associates, 1990), [Lean Thinking](#) (Simon & Schuster, 1996), [Lean Solutions](#) (Simon & Schuster, 2005), and [Seeing The Whole Value Stream](#) (Lean Enterprise Institute, 2011). Articles include: "From Lean Production to the Lean Enterprise" (Harvard Business Review, March-April, 1994), "Beyond Toyota: How to Root Out Waste and Pursue Perfection" (Harvard Business Review, September-October, 1996), "Lean Consumption" (Harvard Business Review, March-April, 2005).

Womack received a B.A. in political science from the University of Chicago in 1970, a master's degree in transportation systems from Harvard in 1975, and a Ph.D. in political science from MIT in 1982 (for a dissertation on comparative industrial policy in the U.S., Germany, and Japan). During the period 1975-1991, he was a full-time research scientist at MIT directing a series of comparative studies of world manufacturing practices. As research director of MIT's International Motor Vehicle Program, Womack led the research team that coined the term "lean production" to describe Toyota's business system.

Jim Womack served as the Lean Enterprise Institute's chairman and CEO from 1997 until 2010 when he was succeeded by John Shook.

and is a certified Total Productive Maintenance (TPM) instructor through JIPM. He is also a certified Operational Excellence/Quality Manager and Six Sigma Green Belt through the American Society for Quality (ASQ). Ron's expertise in Lean and TPM is supported by his benchmarking activities throughout Japan and implementation of many programs at his prior companies.

Ron's current position provides the opportunity for continued Lean improvements at IDEXX Laboratories that will help sustain leadership in the areas of veterinary medical instrument manufacturing, service, software, and diagnostics. Ron is Chair and Board Member of the Manufacturers Association of Maine and past Chair of the Society of Manufacturing Engineers in Maine. Ron is also an adjunct instructor at Southern New Hampshire University focusing on the areas of Operations Management and Business Research.

Ron holds a Ph.D. in Management Science, Operations Research from Walden University and an MBA in Technology Management

Pre-Summit Agenda—August 7, 2014

7:15am - 8:00am	Registration & Continental Breakfast. <i>(There will be a mid-morning break with refreshed drinks and a mid-afternoon break with drinks and "nibbles" to boost your energy!)</i>					
	Room #1	Room #2	Room #3	Room #4	Room #5	Room #6
8:00am - Noon	<p>PS-AD1</p> <p>Rapid Cycle Improvements: Experiments at ThedaCare – Daily Improvement & Coaching (Continued)</p>	<p>PS-AD2</p> <p>Error Prevention System: A Systematic Approach to Shift Behavior & Reduce Errors (Continued)</p>	<p>PS-AD3</p> <p>Lean Leadership: The Geiger Way (Continued)</p>	<p>PS-HD1</p> <p>Critical Thinking</p>	<p>PS-HD3</p> <p>Coaching Skills for Lean Leaders and Change Agents</p>	<p>PS-HD5</p> <p>The Fundamentals of Understanding and Using Measurement & Data</p>
Noon - 1:00pm	Lunch (is provided and includes a variety of choices for entrees, salads, desserts, etc.)					
1:00pm - 5:00pm	<p>PS-AD1 (Cont'd)</p> <p>Rapid Cycle Improvements: Experiments at ThedaCare – Daily Improvement & Coaching</p>	<p>PS-AD2 (Cont'd)</p> <p>Error Prevention System: A Systematic Approach to Shift Behavior & Reduce Errors</p>	<p>PS-AD3 (Cont'd)</p> <p>Lean Leadership: The Geiger Way</p>	<p>PS-HD2</p> <p>Learning Lean Systems – A Very Hands-On Simulation</p>	<p>PS-HD4</p> <p>Introduction to Total Productive Maintenance</p>	<p>PS-HD6</p> <p>Data Sanity: The Catalyst to Unprecedented Organizational Transformation</p>
5:00pm	Adjourn for the day. Hope to see you this evening at DeMillo's gathering and tomorrow at the Summit !					

Thursday Evening Networking Get-Together

DiMillo's on the Water, 6PM
Portland, Maine

Directions: DiMillo's is right off Commercial Street in the historic Old Port of Portland at 25 Long Wharf. Parking is free for DiMillo's guests; be sure to bring your parking ticket into the restaurant to be validated. If you are using a GPS device, enter 154 Commercial St. Portland, Maine and that will direct you to the entrance of its parking lot.

Summit Agenda—August 8, 2014

Agenda

7:15 AM — 8:00 AM	Registration, Networking, Continental Breakfast				
8:00 AM — 8:15 AM	Welcome: Ronald N. Dupuis, Jr., IDEXX Laboratories				
8:15 AM — 9:00 AM	Keynote Speaker: James P. Womack, LEI Founder & Senior Advisor				
<i>Room</i>					
9:15 AM — 10:30 AM	A1: Changing a Complex Organizational Culture: CT	A2: Improving Primary Care Operations: Model Practice Approach	A3: Kaizen Thinking Every Day – Harnessing the Power of Employee Knowledge	A4: Gemba Walks: How to Get More Value from Workplace Visits	A5: Reporting for the Corrective Action/Prevention Action Process
10:30 AM — 10:45 AM	Break – Change Workshops				
10:45 AM — 12:00 PM	B1: Three Keys to Boost Your Lean Transformation Journey - WA	B2: Conflict is the Root of All Waste	B3: Variability Reduction through Standardized Work	B4: Safety through the Eyes of Lean: Collaboration at its Best!	B5: Hostages - A Day in the Life of a VSM
Noon — 1:00 PM	Lunch (provided)				
1:00 PM — 2:00 PM	Keynote Speaker: Nicole D. Price, Cy Wakeman, Inc.				
2:00 PM — 2:15 PM	Break – Transition to Workshops				
2:15 PM — 3:30 PM	C1: Complexities in Mapping: A Unique Perspective from NH	C2: Winning Staff Engagement & Teambuilding: MaineHealth	C3: Enhancing Operational Excellence – Closing Gaps	C4: Keys to Sustaining: Going to See & Leader Standard Work	C5: The Perfect Opportunity to Integrate Lean & ISO -- ISO 2001:2015
3:30 PM — 3:45 PM	Break, Refreshments				
3:45 PM — 4:45 PM	Closing Keynote: Jim Womack – Observations & Learnings				
4:45 PM — 5:00 PM	Wrap-Up — Next Steps				

Thursday Evening Networking Get-Together

DiMillo's on the Water, Portland, Maine 6PM

The Thursday evening get-together at DiMillo's on the Water will be a casual, small gathering in the Port Room and is open to any Summit (or Pre-Summit Workshop) registrant. Since some of the Speakers/Presenters arrive for the Pre-Summit and/or before the Summit, it will also be a good opportunity to chat with them, as well as other participants. It is a cash bar but plentiful and filling appetizers/hors-d'oeuvres will be provided. It will start around 6pm as folks make their way over there – however, in the years before, some were already there at 5:30.

Last year's was great fun, meeting and talking with the other participants. The view of Portland, the harbor, and toward the islands is, of course, wonderful — even with fog and foghorns! Afterward, you might expect to break off into small groups and stay at DiMillo's or go off to, by then, late walks or dinners at any of the many renowned restaurants.

Pre-Summit Seminars: All Day 8am— 5pm

PS-AD1: Rapid Cycle Improvements: Daily Improvement & Coaching— Experiments at ThedaCare

MICHAEL RADTKE, Vice President Perioperative Services and Acute Interventions , ThedaCare - Appleton, WI

What does 'daily continuous improvement' mean in your organization? Do you have a consistent routine to perform daily improvement and coaching? When you work on improvements daily are they really helping to drive business performance around strategy and your True North metrics or are they working smaller, less significant problems? Through your daily

improvement are you really developing people to be thinking and acting in a PDSA way, or do you feel like they ultimately are being taught to jump to solutions and then move on? When you work an A3, do you feel like you most often get to experiment/study/adjust until you reach your objective, or do you feel that even though you say you use A3 thinking, you still only perform Plan and Do? Does it feel like your A3's take forever to reach their objectives and sometimes never do?

If any of these challenges sound familiar, you're not alone. You have a lot in common with ThedaCare in Wisconsin and with a majority of the Lean community. ThedaCare has been experimenting with answering

all of these questions, and we've learned a lot, with some great results. The objective of this interactive class is to give you some hands on practice with trying a standard approach to daily improvement and coaching, as well as better clarity about what you can start doing next week to build PDSA thinking and acting within your organization, toward meaningful business objectives, while simultaneously engaging your teams.

In some organizations it can feel like 'real' improvement work only happens in week-long kaizen events. However there is significant untapped potential in what daily improvement can do to help drive business objectives.

PS-AD2: Error Prevention System—A Systematic Approach to Shift Behavior & Reduce Errors—Lonza

JON KIRSCH, Manager, Operational Excellence, Lonza Rockland
JOANNA FERRERO, Senior Project Manager – Error Prevention System, Lonza Biologics, Inc, Portsmouth New Hampshire

How much revenue does your company lose because of deviations/ nonconformities/quality problems initiated each month? Does it run into the millions? Thousands? Hundreds? Any amount is too much.

Problem-solving efforts, which are reactive efforts, reduce the time we have to find truly effective means of preventing the errors in the first place. Before Three Mile

Island, the US Nuclear industry was doing much the same thing. Three Mile Island brought about a very large change in the way of

thinking within that industry. Rather than only problem-solving, that industry went to an error prevention mindset led by the policies put in place by the Institute of Nuclear Power Operations (INPO).

Lonza has embraced this nuclear industry method of error prevention with a program we are calling "EPS – Error Prevention System". Lonza's Executive Committee and Pharma Operations Management Team are so committed to this program that it is one of the top four initiatives for 2014. We would like to share an introduction to that journey which,

we believe, you will find complements your Lean journey.

Based on best operational and quality assurance practices of the nuclear industries, Lonza's Error Prevention System (EPS) is a systematic approach to shift behavior and significantly reduce occurrence of errors. By predicting, managing, and preventing errors, it improves consistency and reliability in the areas of Safety and Quality as well as Delivery of goods and services. EPS will result in reduced frustration in the workplace caused by error prone systems, achieving reliable delivery to customers and improved compliance.

Pre-Summit Seminars: All Day 8am— 5pm

PS-AD3: Lean Leadership: The Geiger Way

ROB KILGORE, Continuous Improvement Manager, GeigerGroup

In Continuous Improvement, we often ask associates to change the way they work, but Lean is about changing the way we lead. Leaders must emulate the behaviors they want to see in order to create a mindset that builds a culture that reinforces those behaviors. By engaging leaders in Continuous Improvement, your associates will be

able to achieve more.

GeigerGroup has a strong, robust Lean implementation and training., and you will learn the Geiger Lean Leadership ethos. You will receive essentially the same training our executive and management teams receive, so that the leaders emulate the behavior they wish to see in their associates in order to create a favorable environment for Continuous Improvement.

Keep in mind that Lean Leadership techniques apply in both

non-manufacturing and manufacturing environments. You should be able to go back to their organizations and immediately begin the work of promoting, developing and implementing a Lean leadership structure.

Participants' learning will include Leader Standard Work, Gemba focus, Visual Management, accountability processes, Idea Generation, associate empowerment, PDCA, and A3 Thinking.

The seminar is a mixture of classroom, group discussion, team activities, and icebreakers.

Pre-Summit Seminars: Half Day 8am-Noon

PS-HD1: Critical Thinking

SAM MCKEEMAN, Director of Programs, Bureau of Human Resources, Maine Department of Administrative and Financial Services

This challenging, engaging seminar explores Critical Thinking by defining it, discussing the various behaviors and skills that are evident with critical thinkers, experiencing some of the constraints to Critical Thinking (so they can be overcome), practicing some skills in a safe setting, and offering examples of how it

is applied to organizational improvement. Through exercises, discussions, and short talks, participants learn about skills and techniques that increase the chances of thinking critically in an organizational setting.

A successful critical thinker needs to know what questions to ask and how to ask them. Further, he or she must plan on how to respond to resistance or obfuscation and have a strategy that brings the best thinking to this issue, process, or problem. In addition, timing is also often a critical component.

Participants will learn:

what Critical Thinking is, when and how to apply it, and skills and adjustments to one's own thinking processes in order to think critically when that skill set is needed.

You will, judging from past experience, gain an increased understanding of the topic, confidence in the application of certain skills, recognition of resistance and how to mitigate it, and a clear sense of how this knowledge/skill set is fundamental to more successful continuous improvement.



Pre-Summit Seminars: 8am— Noon

PS-HD3: Coaching Skills for Lean Leaders and Change Agents

SUSAN M. GALLANT Ed.D, PCC,
Coach/Trainer, Author

Getting good at anything takes practice. Developing an inventive, adaptive organization with habits and culture of continuous improvement takes practice. Coaches help people and teams practice.

Coaching is a way to provide support and guidance for individuals moving through a change process towards greater effectiveness and fulfillment. The aim of coaching is sustained cognitive, emotional, and behavioral changes that facilitate or enhance skills, performance, relationships, and learning. This seminar will support participants to get better at coaching.

Changing a culture and embed-

ding new habits is a different challenge than improving the performance of a value stream.

Complex adaptive systems are unpredictable, and solving adaptive challenges requires new processes and perspectives. Developing an inventive, adaptive organization with the habits and culture of continuous improvement contains the full range of these challenges.

Lean leaders and change agents can have multiple roles. They need agility to shift their stance based on the context. Taking a coaching stance is more likely to lead to learning, adapting, and embedding new habits and practices — adding velocity to the change initiative.

This seminar will help participants understand the importance of the role of a coach in improving value-stream performance and operational excellence. Coaching provides support and guidance for individuals moving through a change

process towards greater effectiveness and fulfillment; and it supports the cultural shift to a resourceful point of view. Coaching is always done with the person, not to him/her.

Effective coaching provides many benefits, including:

- Individual and team ownership
- Enhance action & accountability.
- Support to make best practices habitual.
- Develop leadership capacity in others.
- Shifting mindset or culture when that's at stake.
- Improve performance and skills.
- Improve others' ability to self-manage within team environment.
- Setting meaningful goals and following through.
- Engaging organizational members in change.
- Transforming resistance to change into productive energy to mobilize the change.
- Develop more effective patterns of thinking.
- Gain deeper insight

PS-HD5: Understanding & Using Measurement

JOHN L. RIOUX, Director of
Technical Services, Bureau of
Labor Standards, Maine Department of Labor

You've identified your vision. You're clear about your values and principles. You've developed your goals. How will you know if you're achieving them? How will you know about the progress you're making and if you are staying on your strategic path? How will you know if you're meeting your customers' requirements?

Measurement. That's how.

Many of us think we know all about it and many of us don't. This workshop will provide the overview of measurement and data that you need to inform and support yourself and others in their planning and decision-

making. Without this knowledge and skill, there cannot be effective implementation or improvement.

Measurement:

- What is it?
- Why do it?
- How do you do it well?

Understanding, developing, and using measurement and data is essential to assuring that strategies are implemented effectively. This intensive workshop will provide the overview of measurement that you need to inform and support yourself and others in planning & decision-making. Without this knowledge and skill, there cannot be effective implementation or improvement.

This seminar will help you to instill the value and importance of measurement and its use in pursuit of quality and to dispel

the general belief that the effort is too hard.

In this seminar, you will learn to write and assess the quality of measures and begin to understand the data requirements supporting them. You will begin to be able to -

- Apply a conceptual knowledge of measurement & data to real-life situations;
- Support others in understanding measurement as techniques of change.
- Explain the use of data and its relationship to outcomes and success;
- Change the common perception people that it's hard and the importance of 'practicing';
- Assist others in identifying what data to collect, how to collect it, and how to analyze it;
- Model a disciplined approach to collecting and using data in order to instill confidence in others; and
- Provide applicable measurement

Pre-Summit Seminars: 1pm— 5pm

PS-HD2: Learning Lean Systems—A Very Hands-On Interactive Simulation

FREDERICK SHAMBURG, President, Leanovations, LLC
 KIMBERLY CUNNINGHAM, Vice-President, Lean-ISO Integration

This seminar provides an experiential simulation for an ideal introduction to a Lean Business and the Toyota Production System principles that can be applied in any enterprise (Manufacturing, Healthcare, Government, Services, etc.).

It presents basic Lean management principles, elements, and techniques and how they interact. This workshop can be “an eye opener” even for the most experienced Lean practitioner – all that’s needed is a mind open

to new ideas and learning new concepts.

Participants will operate a simulated business and then redesign through a short kaizen team event with newly learned Lean-ISO Integration principles. You will then operate your new implemented business and measure the key performance indicators and experience the improved results.

You will learn the 5 Key principles of the Toyota Production System (TPS) and learn the importance of Standard Work, developing employee skills, having Key Performance Indicators (KPIs), and experiencing the Kaizen Team approach to improve processes.

You will also learn the importance of eliminating wastes to create flow where possible and pull where flow is not possible,

along with the value of a visual factory.

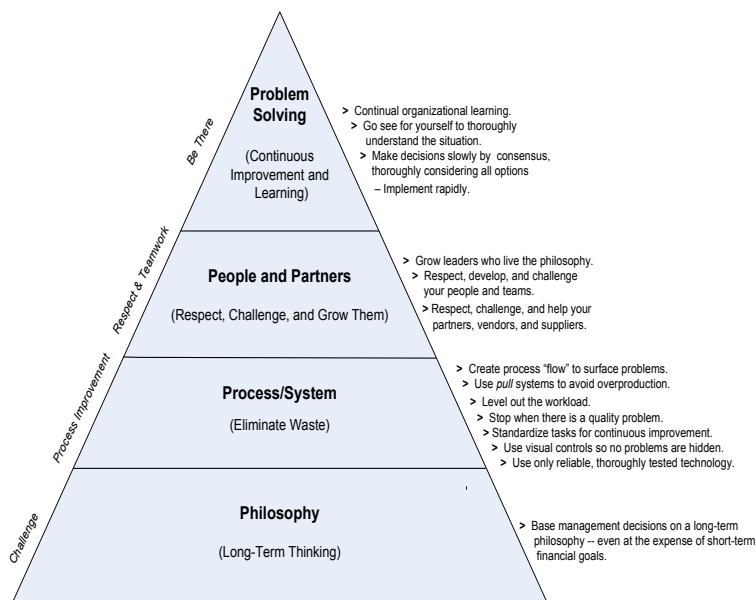
You will use a simulated value stream mapping process for the current state and develop a future state value stream map. You will walk away knowing how to develop a high performance workplace where employees are engaged and empowered to pursue continuous improvement.

This learning experience truly has all the “real world” examples of what happens in a traditional “push” style setting with no employee engagement and allows the participants to build a teamwork approach.

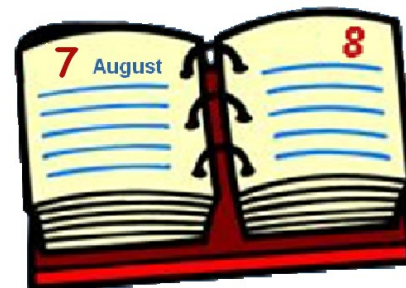
The participants will visually see the “opportunities” through the value stream mapping process and how critical Lean Leadership is to the organization’s success. This workshop will provide the emotional and intellectual framework for understanding Lean. It will explore leadership issues in the context of Lean-ISO Transformations and other situations where radical change in behavior and culture is necessary.

This is a “don’t miss” Workshop!!!! It is a hands-on, very fun, interactive simulation that requires the teams to make “Nerf Balls” in their “factory” to meet the needs of the customer.

The Systems Improvement Model



Model the Way - Inspire a Shared Vision - Challenge the Process - Enable Others to Act - Encourage the Heart



Pre-Summit Seminars: 1pm— 5pm

PS-HD4: Introduction to Total Productive Maintenance

JOHN PERROTTI III, CMRP, Vice President, Fuss & O'Neill Manufacturing Solutions, LLC

This seminar will introduce you to Total Productive Maintenance (TPM) concepts and show creative solutions and best practices from other teams/industries. TPM is a key fundamental, comprehensive, and shared approach to equipment maintenance that anticipates and prevents problems. It aims to improve production toward perfection, promoting safety, and eliminating defects, stoppages, breakdowns, and delays.

You will leave with an understanding of Total Productive Maintenance, the 4 phases to zero equipment stoppages, and new tools, such as Overall

Equipment Effectiveness (OEE) that you can use as part of your organization's improvement efforts.

You will be introduced to a phased process, a step by step plan to take your maintenance group and production equipment to the next level of operation. These are do-able, bite-size steps that will move your group forward while increasing the production output of your machines.

Total Productive Maintenance (TPM) is a system that will help you put a plan together. TPM is "Lean" for your machines.

You will learn to -

- Identify two main causes for 80 % of equipment failures.
- Evaluate equipment 5'S and understanding how 5'S ties directly into improved quality, set-up reduction, mistake proofing, etc.

- Analyze equipment condition.
- Perform Overall Equipment Effectiveness (OEE) observations to baseline the effectiveness (capacity) of your equipment.
- Strategically driving up the OEE% (capacity).
- Analyze equipment failure history.
- Clean & inspect, and how they go hand-in-hand.
- Calibrate eyes to locate safety issues/problems.
- Develop countermeasures against contamination.
- Develop countermeasures to make equipment more accessible.
- Enhance Preventive Maintenance (quicker and more effective).
- Understand value measurements: temperature, sound levels, ultrasound, infrared, air speed, etc.

PS-HD6: Data Sanity: The Catalyst to Unprecedented Organizational Transformation

DAVIS BALESTRACCI, M.S. statistics, Author

Forget everything you've learned in your previous "sadistics" courses (no doubt, you already have!).

Data Sanity will introduce a "mind set," not a "tool set" - an everyday organizational language to understand the many lurking guises of variation and react appropriately.

Whether or not people understand statistics, they are already using statistics; but people don't need statistics, they need to solve their problems.

Improvement is all about under-

standing variation to build "predictable" processes.

A deeper understanding of variation is far more important than statistical techniques...many of which become invalid in routine work environments.

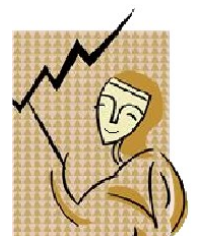
This seminar will demonstrate several common statistical traps and how many common data displays unwittingly create significant waste of precious time and energy. You will experience how a few elegantly simple—and counterintuitive—alternatives can create deeper, more productive conversations about data issues...and be the surprising catalyst for true organizational excellence.

Through this seminar, participants will be able to:

- Understand how process-oriented thinking is the

foundation of any improvement approach,

- Recognize the futility and unintended destructive effects of common analyses such as bar graphs, trend lines, rankings, "traffic lights," and variance-from-goal reports and, as a result...
 - ◇ ...utilize the deceptive power of "plotting the dots,"
- Make the crucial distinction between "common" and "special" causes of variation... and totally different strategies for dealing with each, and
- See how applying a "common cause strategy" could solve many longstanding organizational problems.



Summit Workshops

A-1: Changing a Complex Organizational Culture — Process Improvement in Connecticut

ALISON NEWMAN FISHER, Program Director of LeanCT, CT Office of Policy and Management

STEVE DOMBROWSKI, Director, Employee & Organizational Development, Center for Lean Gov't., CT Dept. of Labor

MARK A. STANKIEWICZ, Employee & Organizational Development, CT Dept. of Labor

This workshop will provide an overview of the progress being made in the State of Connecticut, in developing a Lean culture, addressing the challenges and opportunities inherent in a complex, far-reaching organiza-

tion. We will describe its Lean implementation, including the LeanCT program, which began coordinating the state's process improvement activities in November 2013. We will also highlight results from several state agencies, spanning all areas of government.

This session will describe –

- the LeanCT program,
- the steps taken by Connecticut to start this program, including a Statewide Steering Committee with 14 state agency members and over 40 state agency Lean Coordinators, and
- results from several state agencies, spanning all areas of government (health, correction, public safety, human services, regulation, permitting, environment, transportation, economic

development and education).

We will discuss CT's Lean journey with a focus on the collaboration between Executive Branch state agencies. CT's state agencies recently began sharing resources and best practices to ensure sustainability for their agency's internal culture change efforts, as well as the statewide efforts that are underway.

Participants will learn of various results of the state agencies, highlighting improvements in a cross-section of CT's areas of operation, with discussion including –

how CT got started, how the collaboration between agencies has changed the outcomes we've experienced, and how we might improve upon our efforts going forward.

A-2: Improving Primary Care Operations: Model Practice Approach

TERRY BALDWIN, Director of Operational Excellence, Martins Point Healthcare

LYNN ROBERTS, Practice Administrator, Martin's Point Health Care

Martin's Point is a non-profit health organization, unique in that it provides both health care services and health insurance plans. Understanding both the clinical side of health care as well as the health plan administrative side gives it the insight needed to make meaningful improvements to the health care system.

As a multi-practice primary care organization, Martin's Point Healthcare was challenged to make fundamental shifts in how daily work is carried out in our

practices. In late 2011, Martins Point Healthcare embarked on a journey to create its "Martins Point Management System", built on a foundation of Lean healthcare principles and methodology. MPMS is designed to create internal focus and discipline and financial sustainability in support of its vision of healthcare transformation.

In 2013, it decided to launch a targeted effort to dive deep and fundamentally transform one practice before planning and spreading lessons to others.

This approach enables us to gain a deep understanding of the work and culture and the impacts on our patient and employee experience. By completely immersing the staff, providers and leadership alike in touching nearly all aspects of the practice we moved past the surface to gain an understanding of the systems, process and

tools needed to create a culture of continuous improvement.

In this session we will describe our Model Practice Initiative and lessons learned: from site selection and readiness to engaging in the work and finally preparing for spread. Special focus will be given to the experience from the perspective of the practice staff and providers.

As a Participant, you will understand:

- advantages/disadvantages of this deep-dive "model line" approach in a team-based environment;
- issues related to pace-of-change in culture transformation work;
- integrating both targeted kaizen efforts and foundation building (system development) into the work; and
- considerations for spreading across practices.

Summit Workshops

A-3: Kaizen Thinking Every Day: Learn How to Harness the Power of Your Employee's Knowledge

DEBORAH MORTON, Business Process Specialist, Life Sciences, Corning Incorporated

The Corning Kennebunk Plant implemented an employee idea system seven years ago and has seen an increasing impact on efficiencies, cost avoidance, and cost reduction.

Corning, one of the world's leading innovators in materials science, has applied its expertise in specialty glass, ceramics,

and optical physics for over 160 years to develop products that transform people's lives.

Today, Corning's products enable diverse industries such as consumer electronics, telecommunications, transportation, and life sciences. Its Life Sciences offers a comprehensive range of innovative, high-quality tools and solutions for life science research and bioproduction that compress costs and timelines, improve productivity, and enable the development of breakthrough pharmaceutical discoveries.

Corning collaborates closely with customers and applies its unique combination of material

and process expertise to solve complex technology challenges.

Please join us for this workshop, which highlights the value of engaging all employees in continual improvement. The content of the workshop is equally applicable for manufacturing and non-manufacturing environments:

- You should be able to return to work with new insights to help you involve employees in continual improvement.
- Learn the program elements you need to have in place to be successful and for the program to be sustainable.
- Learn how to use Kaizen to make your business complexities easier to manage.

A-4: Gemba Walks: How to Get More Value from your Workplace Visits

PAT WARDWELL, COO, Lean Gold Certified, Shingo Prize Examiner, AME Excellence Award Assessor, Greater Boston Manufacturing Partnership

The Lean concept of "Go See, Ask Why, and Show Respect" is a critical part of continuous improvement activities, especially for those in a leadership role.

Gemba Walks are a key way for leaders to embody this concept but must be conducted properly to receive the most benefit.

Without tacit knowledge of the situation and a clear understanding of the problem and the issues workers face in trying to flow value, it will be difficult for leaders to truly support improvement efforts or create the environment where all employees feel mentally and physically safe to make improvements.

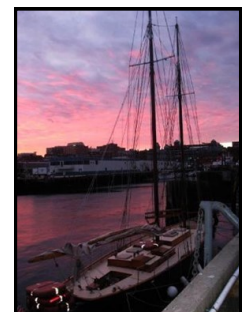
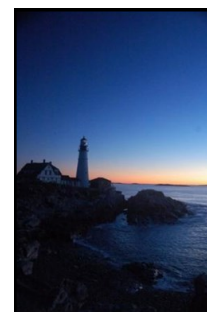
This multi-media presentation will provide tips and techniques on how to conduct a more effective gemba walk. It will cover the purpose and basics of gemba walks, and then, through the use of a fun video, will show "do's and don'ts" when engaging with people in the workplace.

Participants should go away with a better understanding of the purpose of Gemba Walks, as well as specific knowledge of how to conduct a more effective walk when they return to their own companies.



6σ

Portland Observatory



Summit Workshops

A-5: Reporting for the Corrective Action/Prevention Action (CAPA) Process

MICHAEL HOOKER, SR. Quality Assurance Specialist, IDEXX Laboratories, Inc.

IDEXX Laboratories is proud of its accomplishment in its quality and operational excellence manufacturing and service work and has learned a great deal in these efforts. Its Corrective Action/Preventive Action Process reflects this.

Part of the Continuous Improvement process of any ISO-Certified facility is to maintain and manage an effective Corrective Action/Preventive Action Process. The process of developing a Corrective Action can be cumbersome, lengthy, confusing and be viewed as a non-value-added activity.

After many failed attempts to improve cycle time to document and complete CAPA activities, we applied Lean learnings to establish an A3 format approach. A3's are great tools to capture Corrective Action activity and present in a format that is brief in length but effective in its communication. The A3 is an adaptable, repeatable, and scalable format that combines various functions into an integrated system to respond to issues and drive improvement, as well as support True North metrics and activities.

IDEXX has migrated over from a Corrective Action activity that is 8-10 pages long to a 1-Page A3 format that has shown to be effective in its ability to help manage the action items. When posted, it is an effective tool to provide visibility on the specific problem and even more effective when discussed at a daily Gemba or Waste-walk.

This discussion will describe the process of CAPA A3 development and how it was rolled out to Operations at IDEXX Laboratories.

This is an opportunity to create a standard of work for problem-solving that can be used to manage corrective action, drive process improvement, and effectively manage programs and processes.

You will learn about –

- the history of the challenge,
- the work to identify the cause of the frustration
- how the A3 created a platform for improving CAPA cycle times,
- the management of the CAPA program, and
- the communication to management of the health of the program and any constraints that they can help with to support the program.

As well as, of course, about the many Lessons Learned.

B-1: Three Key Strategies to Boost Your Lean Transformation Journey

HOLLIE JENSEN, *Results Washington*, Office of the Governor, State of Washington

Washington state government has long been a national leader in adapting proven private-sector methods and tools to measure and improve state government performance.

Since 2005, initiatives such as the Government Management Accountability and Performance (GMAP) program and lean process improvement tools and management systems have been used to improve individual state agency performance. Over the

past two years, through the Lean Expert Partnership Program with the cooperation of the healthcare and business sectors, Washington state government has received over 2,200 hours of no-cost advice, training, coaching, and tours (gemba visits) from 149 lean experts in 58 organizations.

In September 2013, Governor Jay Inslee launched Results Washington, a new strategic framework that combines the best aspects of GMAP with a significantly expanded lean initiative for all state agencies. This effort includes a new lean fellowship program that assigns select leaders to work side-by-side with agencies to improve performance and focus on key state government goals.

In this session, Hollie Jensen,

will share effective strategies for --

- Establishing a lean expert partnership program.
- Creating a leadership development program.
- Fostering communities of practice.
- Involving employees in improving their work and processes by eliminating waste.

Following this session, participants will be able to:

- * List three key strategies that have proven effective in Washington State's Lean Transformation Journey;
- * Describe the benefits of partnering with Lean experts outside of one's organization;
- * Discuss how to get involved in your local, state, or federal government and be inspired to do so.

Summit Workshops

B-2: Conflict is the Root of All Waste

SCOTT GAUVIN, CEO, MACRES-CO

When companies tackle Continuous Improvement (CI), they typically do so with the physical implications of waste in mind: Inventory, space, materials, time and human capital. But an insidious waste undermines value even more significantly and pervasively: Unresolved conflict.

Lean and Six Sigma methodologies both hinge on getting to the root cause of an issue as a means of addressing performance. Generally speaking this approach reveals significant opportunities to improve productivity by way of more streamlined processes.

Sooner or later, however, the same issues Continuous Improvement initiatives were implemented to fix, crop up again. This is because the true root cause driving this operational pain isn't obvious if you're not looking. It doesn't surface in a value stream map or come up in a 5 Why exercise. That is because behavior isn't typically assessed as a part of these.

To successfully implement Lean and manage the emotional "muda" that bottlenecks progress, individuals must learn to identify and better address the conflict that drives waste in the first place. They must also understand internal structural and personal relationship within the organization. Why? Behavior, not just process, is to blame for loss of productivity.

This session will describe the common symptoms of unresolved conflict and the relationship between an organization's structures, activities and prevailing behaviors and attitudes (SABA) as key to unlocking performance potential.

Participants will learn:

- What makes up an organization's structures, activities, behaviors and attitudes.
- How culture and performance are related.
- How employee engagement drives a Continuous Improvement culture.
- Getting to the real root of your performance pain.
- Why change can sometimes drive conflict.
- Understanding your role in conflict.
- How to get CI to stick.

B-3: Variability Reduction through Standardized Work

DEBORAH MORTON, Business Process Specialist, Life Sciences, Corning Incorporated

Have you ever seen so much difference in output between operators that you didn't know what to fix? Have you implemented changes that should help, but resulted in no improvement? Have you ever tried to automate a process where

there was no "right way"?

Think about how much you could accomplish if you could detect process changes you could never see before. Think about how much you could reduce your inventory levels if you could accurately predict your throughput AND your select rate.

Join us for this workshop, which highlights the value of standardized work to reduce process variation.

This hands-on workshop is equally applicable to manufacturing and non-manufacturing environments. You should be able to return to work with new tools to help you educate other employees on the value of standardized work and visual work instructions. The activities and workshop require no special equipment or materials, are easily transferable, and can be modified to meet your particular situation.

**Lean = Continuous Improvement
People**

Summit Workshops

B-4: Safety through the Eyes of Lean Collaboration at its Best!

JEREMY PARE, LP.D., Senior Safety Specialist, Lonza Rockland

The opportunity this workshop presents revolves around the potential for public and private sectors of all types to look to Lean to improve their safety operations during all improvement opportunities. Safety should not be a priority that comes and

goes within an organization, but a value to be sustained, and Lean efforts can be the impetus for this sustainability.

This workshop focuses on Safety through the eyes of Lean to describe ways of sustaining your safety program. Specific topics include use of 5S, Gemba walks, BBS, Kaizen events, Hoshin boards, A3 problem-solving, EPS, leading indicators, and four square presentations to sustain and improve collaboration around safety.

Collaboration is the key term here as this one element can truly have a great impact on conditions and behaviours present at your site.

You can expect to learn about --

- 1) lessons learned from past experience that can be used for immediate improvements and sustainability,
- 2) safety in operational excellence activities, and
- 3) resources for future questions in the safety and environmental arena.

B-5 Hostages: A Day in the Life of a VSM

JIM DEMINT, Lean Manager, Goodwill Industries of Northern New England
MARCEL GAGNE, Business Representative, Goodwill Industries of New England
GLENDA WILSON, Director: Developmental Disabilities Programs, Goodwill Industries of Northern New England

What are tactics to convert hostages to advocates at Lean events?

Lean results and direction must be sustained. That sustainabil-

ity is achieved through team buy-in. Often, there can be someone who is not on board or resisting change (hostage). We will share ideas on how to convert that hostage to an advocate for the desired change and how to positively influence others.

We will also share how VSM works at Goodwill in various department settings, walking through a VSM event at Goodwill. We will look at processes that are not necessarily manufacturing-driven but that may support manufacturing, such as HR hiring, consistency in multiple offices doing same or similar

functions such as -purchase order use, etc.

Participants will have the opportunity to gain take-aways on how to work with those resistant to change so they can get onboard and be a positive catalyst for the process improvement.

We will demonstrate how VSM has evolved from the structured process to be impactful in any work environment, keying in on results and discovery and use in an office environment. We will conduct an interactive skit for the hostage presentation. It will be light and should create "ah-ha" moments for the attendees.

C-1: Complexities in Mapping: A Unique Perspective from New Hampshire

ROBERT MINICUCCI, Special Projects Manager, NH Department of Environmental Services
MICHAEL MORANTI, Associate Professor, NH Bureau of Education and Training
HEATHER BARTO, Emergency Preparedness Surveillance Program Manager, NH DHHS, Div. of Public Health Services
DENISE KROL, Health Alert Network Coordinator, NH DHHS, Div. of Public Health Services

How do cultural differences affect Lean projects?

Three case studies (the good, the bad, and the ugly) from New Hampshire state agencies will illustrate how cultural differences across swim lanes can affect Lean projects.

This workshop offers a unique perspective from State government for Lean facilitators in any complex organization – for, as Lean practitioners know, some of the best practices and lessons learned can be applied anywhere.

The three case studies involve both federal and state agencies and include the Department of Transportation, Department of Environmental Services, Department of Public Health, Department of Safety, Bureau of Public Works, Adjutant General's office, and National Guard Bureau.

The learnings from these actual Lean events within government will provide participants with objective information from the three case studies, the lessons learned, and the tools that were developed from these experiences.

Summit Workshops

C-2: Winning Staff Engagement and Teambuilding: Leveraging Lean Continuous Improvement for Operational Excellence while Merging Hospitals

Patricia M. Camire, VP Clinical Services, Southern Maine Health Care
 Miriam Leonard, VP Value Improvement, MaineHealth
 Suneela Nayak, MS, RN, Clinical Quality Specialist, MaineHealth

Unprecedented national change and increasing economic pressures often require hospitals to merge services for cost containment while preserving quality and access. Challenges commonly seen during mergers

(staff unrest, untested workflows, non-aligned EMRs, etc.) can result in harm events, gaps in patient care, losses in staff engagement, and overall disruption to services. These can result in real and costly challenges to safe patient care, key quality measures and at risk revenue.

Healthcare mergers are widely recognized to be challenging for both patient safety and staff engagement. As plans to merge two hospitals developed, it became clear that consolidating selected clinical services would add value and reduce cost for our customers: patients and families (the community as well as large and small business owners and employers).

These goals, along with the critical objectives of winning staff engagement and building team relationships across merging

organizations led to opportunity for the application of Lean principles and tools.

While optimizing patient safety, our patient-centered process currently engaged staff, strengthened inter-professional relationships and partnerships in care across our merging organizations.

The complex merger strategy and implementation required service consolidation while providing seamless and safe care for patients, strategic involvement of inter-professional groups of staff and key leaders from both settings, and engaging frontline and leadership expertise.

We will share key learnings, perspectives from senior leaders, front line staff and most importantly, patients, along with strong data/findings and future sustainment improvements.



C-3: Enhancing Operational Excellence—Closing Gaps

ELIZABETH REBEIL, MBA, MBB, Associate Director OE – Sr. OE Coach, Shire Pharmaceuticals

We live in a challenging – competitive business world. Customers require more, and companies' operating costs and regulation constraints make it more critical to retain and attract customers. The interaction among customers, companies, and regulated agencies requires new

ways of thinking and solving problems. The only way to survive in today's challenging-competitive business world is by enhancing operational excellence in their process.

However where should we start? Which process should we enhance first? Where are our gaps?

Participants will identify the gap between the Operational Excellence Current State and Business priorities to determine tactical areas to be enhanced.

The workshop will analyze the cycle of OE from Planning to

running the Business and how to link projects and improvements to the company priorities. It will address the criticality of OE in any Organization. You will see the advantages of assessing and enhancing Operational Excellence as a Process (IPO). By enhancing Operational Excellence as a Process (IPO 'Input-Process-Out') and closing gaps, you will lead the Business to great results and the biggest impact for your improvements. The business will deliver great results such as top-line growth, bottom line growth, cultural change, and customer & employee satisfaction.

Summit Workshops

C-4: Keys to Sustaining: Going to See & Leader Standard Work

ROBERT BURKE, COO & Executive Director, Value Innovation Partners, Ltd.

Leader Standard Work (LSW) is a key to Lean sustainment. The elements of LSW include gemba walks and visual management. Leaders need to go see, show respect, and ask questions as they help themselves and others gather facts and practice continuous improvement.

As simple as this might sound, it does take deliberate practice. There must be a purpose to a gemba walk, and it's an activity that's best practiced as a small team sport.

This workshop will focus on the Elements of Leader Standard Work:

- Visual Management
- Daily Accountability
- The Gemba Walk.

You will --

- * Learn the elements of Leader

Standard Work and how it is a key to sustaining Lean.

- * See examples of visual management which can make it much easier for leaders to do what is expected of them.
- * Learn the intent of gemba walks and have an opportunity to practice one's observation and coaching skills.
- * View a visually managed inventory process and pull systems that support flow.
- * Employee-driven Continuous Improvement Suggestion Program.

IMPORTANT THINGS TO KNOW

C-5: The Perfect Opportunity to Integrate Lean & ISO: ISO 9001:2014

— *Learn about ISO 2015 and How Lean-ISO Integration is the STANDARD to Support a Culture of Sustaining Gains.*

FREDERICK SHAMBURG, President, Leanovations
KIMBERLY CUNNINGHAM, Vice-President Lean-ISO Integration, Leanovations

The International Organization for Standardization (ISO 9001-2008) introduced a revised Quality Management standard with an emphasis on measuring customer satisfaction and compatibility with ISO 14001 - Environmental Management Systems.

This workshop is an opportunity to learn about the changes, how to integrate Lean-ISO together, how to implement them successfully, and how your organization can prepare for a suc-

cessful ISO 9001:2015 transition.

Based on the draft version of ISO 9001:2015 -- a revision to ISO 9001 - the new standard will contain many major changes. This new standard will be much less prescriptive and references several Lean management principles and tools, creating a need to "Integrate" Lean-ISO by merging Lean practices into the QMS/ISO Procedures.

Too often in organizations it appears that the Lean and ISO efforts are at best not connected and at worst bring conflict and complexity into an organization. It is wasteful to have two different systems, driven by two different departments, in the same organization attempting to drive toward the same objectives, while not being properly integrated.

So what is Lean-ISO? Lean-ISO integration means an organization becomes efficient and effective by managing its way of doing things through systemizing

its processes. Following a Lean-ISO process ensures that nothing important is left out and that everyone is clear about who is responsible for doing what, when, how, why and where.

To implement a "Lean-ISO" culture of pursuing continual improvement, an organization must focus on creating a "Profitable Growth Strategy". Through Lean-ISO Team events, implementing Lean and establishing standard work, where you can predict the outcome in time, quality and cost is the foundation which supports a systemized Lean-ISO process.

Lean-ISO is all about meeting what the customer values in quality requirements and applicable regulatory requirements to enhance customer satisfaction, in the most efficient and cost effective manner to enjoy profitable growth.

Participants will learn about the many Key Changes to ISO 9001:2015 and their implications and opportunities.

Presenters

Terry Baldwin



Director of Operational Excellence, Martin's Point HealthCare

Contact:

Terry.Baldwin@MartinsPoint.org

Workshop: Improving Primary Care Operations: Model Practice Approach

Terry has been leading operational improvement efforts for the Martin's Point Healthcare Primary Care Practices since 2011. Her areas of focus include health information management, leveraging the electronic health record, optimizing operations through team-based care and patient centered medical home.

Terry's work at Martin's Point leverages extensive experience in leadership development, technology and operational excellence gained across a variety of industries (education, service delivery, manufacturing, marketing/communications, government research, engineering, and commercial software).

She also held the position of

'Chief Information Officer and VP of Enterprise Solutions' at Diversified Business Communications – a global business-to-business media corporation based in Portland, Maine. In this role, Terry was responsible for technology (IT and e-media products), marketing operations, project management, analytics and print publishing operations.

She has also operated as an independent business consultant serving a variety of for-profit and non-profit organizations in Maine.

Terry has studied a variety of process improvement and iterative development methodologies (six sigma, lean, agile). She holds a Master's Degree in Applied Mathematics

The first rule of any technology used in a business is that automation applied to an efficient operation will magnify the efficiency. The second is that automation applied to an inefficient operation will magnify the inefficiency.

— Bill Gates

Davis Balestracci, MS



Statistician, Improvement Specialist, Author

Contact:

davis@davisdatasanity.com

Davis Balestracci has uniquely synthesized left-brain (analytical) and right-brain (psychological) elements of quality into an approach designed to transform organizations.

He recognizes the frustrating inherent realities lurking in the everyday world of the quality practitioner related to poor cultural data skills and the resulting wasted time and effort. He delivers a message of "data sanity" through an internationally acclaimed passionate, provocative, challenging, yet humorous and down-to-earth public speaking style.

More than one "math phobe"

has thanked him for a statistical approach that neither bores nor tortures them, claiming: "Wow...I FINALLY get it!"

Since 2005, Mr. Balestracci has been a regular contributor to Quality Digest on applying statistical methods to everyday work, facilitating cultural resistance, and educating organizational culture.

His book Data Sanity: A Quantum Leap to Unprecedented Results (with a Foreword by Dr. Donald Berwick), broadens and integrates the concept of "variation" into an innovative approach to leadership.

Davis holds a M.S. degree in statistics.

Presenters

Heather Barto



Emergency Preparedness Surveillance program Manager, NH Dept. of Health & Human Services, Division of Public Health

Contact:
hbarto@dhhs.state.nh.us

Workshop: Complexities in Mapping: A Unique Perspective from New Hampshire

Heather has worked for the State of New Hampshire for thirteen years in the Department of Health and Human Services. The last nine years have been at the Division of Public Health Services, most recently in emergency preparedness. Prior to that she was the State's HIV Surveillance Coordinator.

Heather is a Continuous Improvement Practitioner and a

Certified Public Manager.

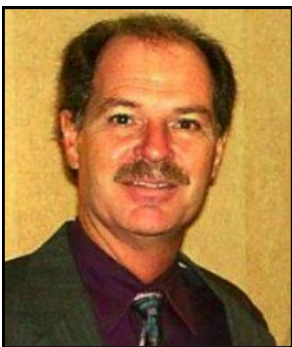
She is also a member of the Division's Quality Improvement Council, Strategic Planning, and several other workgroups.

Before going to State government, she worked for four years at New Hampshire Hospital as a Recreation Therapist.

Heather holds a Master's degree in Management, with a concentration in Healthcare Administration, from New England College and a Bachelor's degree in Therapeutic Recreation from Utica College of Syracuse University.

The Essential Lean

Robert Burke



Executive Director, Value Innovation Partners, Ltd

Contact: rburke@vipgroup.us

Seminar: Keys to Sustaining: Going to See & Leader Standard Work

Mr. Robert Burke is a Partner and Executive Director of Value Innovation Partners, Ltd. He is a certified Six Sigma Black Belt, Lean Sensei, CPIM from the Association of Operations Excellence (APICS), and holds an ISO 9000 Assessor certificate. He has a B.S. in Business Administration.

He has held positions ranging from Materials Director, Production and Inventory Control Manager, Master Planner and Machinist. He has a broad background and experience in many different industries such as: Pharmaceutical, Medical Device, Packaging, Heavy Equipment, Aerospace and Defense, Chemical, Printing, Service, Stamping, and Specialty/ Engineered-To-Order Manufacturing.

Bob provides training and implementation methods in areas of Lean Sigma Manufacturing, Pharmacovigilance, Supply Chain Management, Kaizen, Vendor Managed Inventory, Logistics Planning, and Supplier Certification.

He has co-authored dozens of articles published in *PharmaChem Magazine* (An international Pharma Journal) on the subject of Lean operations and an article published in the AME's *Target*. He has presented Lean Sigma workshops and sessions at both national and international conferences: AME, IIE Lean, ASQ Lean Sigma, SHS, NAM, Kavaq, MESW, Quality Expo. He is a member of AME, IIE, ASQ and APICS.

Presenters

Patricia M. Camire, MSN, RN, NEA-BC, FACHE



VP of Clinical Services/CNO
Southern Maine Health Care

Contact: pmcamire@smmc.org

Workshop: Winning Staff Engagement & Teambuilding—MaineHealth

Pat provides strategic vision and leadership for the delivery of integrated nursing care services at Southern Maine.

As a clinician and experienced health care administrator, Pat brings a dedication to high quality patient care to all aspects of the continuum of care under her leadership.

Pat's work experience includes, 26 years, at MMC in various roles, including Nurse Manager of Ambulatory Surgery and as Director Cardiac Intensive care

and Step Down Cardiac Unit. At SMHC, she served as the Nurse Director for 6 years, and Chief Nursing Officer for the past 9 years.

Pat holds a BSN from the University of New England, a MSN from the University of Maine, and a MHA Master in Healthcare Administration from the New England College-NH. Education:

She is a member of many associations and holds certifications in ANCC Nurse Executive, Advanced and ACHE Fellow of the American College of Healthcare Executives.

Kimberly Cunningham



Vice-President, V.P. Lean-ISO Integration, Leanovations

Contact:

KCunningham@leanovations.com

Seminar: Learning Lean Sys-

tems—A Very Hands-On Simulation

Workshop: The Perfect Opportunity to Integrate Lean & ISO

Kim has over 15 years of experience in Lean and Quality as a Lean-ISO Quality Consultant, ISO quality assurance auditing, Quality Manager and Manufacturing Engineer.

She has a broad spectrum of experience with multiple standards and regulations across various industries. Kim has implemented and improved Lean-ISO Quality Management Systems in support of a Lean transformation with numerous companies.

Her work has included guidance through certification process, on-

-going ISO maintenance documentation development, Lean/ISO training, process mapping, process validation, internal auditing, supplier auditing, and standard work development.

Kim's manufacturing and healthcare background and problem-solving skills complement her quality experience in evaluating companies and identifying areas of improvement. She has worked with organizations with implementations and certifications of ISO9001, ISO13485, ISO14971, ISO17025, AS 9100, and ISO/TS 16949 along with providing Internal auditing and training to the ISO9001, AS9100, ISO13485, FDA CFR Title 21 Part 820 and 211, ISO14971 and GMP requirements.



*Portland Head Light,
Cape Elizabeth*



Presenters

Jim DeMint, Jr.



Lean and G.R.O.W.T.H Manager
Goodwill Industries of Northern
New England

Contact:
jim.demint@goodwillnne.org

Workshop: Hostages - A Day in
the Life of a VSM

Jim has been with Goodwill since 2003. He started in the retail division and became a Lean facilitator in 2009. He was part of the original Lean Team trained by Wayne Messer from Maine MEP. In 2012, Jim became the manager of the Lean Team and works with all departments throughout the organization on process improvement.

Goodwill Industries of New Eng-

land provides innovative retail, administration, job training, and employment and human services that include 27 retail stores and programs throughout Maine, New Hampshire, and Vermont.

Jim worked at L. L. Bean prior to Goodwill, helping open stores on the West Coast and Mid Atlantic before retiring in 2003.

He holds a BS in Education from the University of Nevada, Las Vegas.



Steve Dombrowski



Director, Employee and Organizational Development, CT Dept. of Labor

Contact:
stephen.dombrowski@ct.gov

Workshop: Changing a Complex Organizational Culture—CT

Steve has worked at the State of Connecticut, Department of Labor for twenty two years in management capacities including as Labor Market Research Analyst and Marketing & Client Services Manager for Lean Government Services. Steve took on a supportive housing/employment services coordinating role at the State Office for Workforce Competitiveness, as an on-loan executive from 2007 until 2011. His duties included inter-agency data dissemination and conference management, one-stop job center oversight, and lean management training programs, labor market information presentations, & public information forums for agency services.

Steve became Director of Employee and Organizational De-

velopment for the department in August, 2012.

Prior to working in the public sector, Steve held sales and research positions in the financial services industry with the Hartford Insurance Group and Merrill, Lynch, Pierce, Fenner and Smith.

Steve is a graduate of the University of Connecticut, holding a bachelor's degree (BA) in Statistical Sociology and a master's degree (MA) in Human Resource Development, from American International College, Springfield, Mass.

Steve is active in community and civic volunteer programs, especially with Blue Hills Civic Association and networking for groups of job seekers, volunteering for the Employer Support for the Air National Guard & Reserve (ESGR).

Presenters

Joanna Ferrero



Senior Project Manager – Error Prevention System, Lonza Biologics, Inc

Contact:
joanna.ferrero@lonza.com

Seminar: Lonza's Error Prevention System

Joanna Ferrero is a Senior Project Manager at Lonza Biologics in Portsmouth NH.

Lonza is one of the world's leading suppliers to the pharmaceutical,

healthcare, and life science industries.

Joanna has been in the biopharmaceutical field for 13 years and has held leadership positions in both quality control and production management.

Recently Joanna has taken a global project management role focusing on the development and deployment of a human error prevention system.

Living Lean



Alison Newman Fisher



Program Director, LeanCT, CT Office of Policy & Management

Contact: alison.fisher@ct.gov

Workshop: .Changing a Complex Organizational Culture-CT

Alison coordinates and manages Connecticut's statewide effort to promote a culture of continuous improvement.

In this capacity, she guides and supports state agencies in using process improvement tools such as Lean to become more efficient, improve services to state residents, and create a state government where everyone is involved in decision-making.

Alison joined Connecticut state

service in 2010, and previously served as an Analyst in the state budget office.

Prior to her time in Connecticut, she held positions with the City of Springfield, MA and the state of New York. She holds a Bachelor of Arts and a Master's in Public Administration both from the University at Albany.

For more information on Connecticut's Lean journey, visit www.ct.gov/leanct



Presenters

Marcel Gagne



Business Representative, Goodwill Industries of Northern New

England

Contact:
marcel.gagne@goodwillnne.org

Workshop: Hostages: A Day in the Life of a VSM

Prior to his current position as a Business Representative with GWI, Marcel was the Manager for process improvement, staff development, and training for the State of Maine MeDHHS Maine Care and a Continuous Improvement Practitioner with Maine's Bend the Curve program, a Lean government model. Marcel has worked

in various roles in DHHS including case management, supervision, and as a trainer with the DHHS Staff Education & Training Unit.

He has an extensive background in workforce development and worked in community and economic development for a decade with a nationally-known organization, CEI. He has a training background in customer service, interviewing skills, supervisory implementation & coaching, as well as being a qualified Myers-Briggs Type Indicator® facilitator.

Susan M. Gallant, Ed.D., PCC



Coach/trainer, consultant, author

Contact: susan@smgallant.com

Seminar: Coaching Skills for Lean Leaders and Change Agents

Susan is an executive and leadership coach with extensive training in individual, group and organizational dynamics and change. Her coaching practice focuses on enhancing self-awareness, empowering positive change, supporting skill building, and adding velocity to the client's development as a leader.

Susan brings a unique tapestry of experience, education, skills, knowledge and passions to her work and relationships.

She provides coaching services within organizations to executives, leaders, managers, individual contributors and small business owners. She also provides coaching to individuals external to organizations, such as community leaders, individuals in transition, health care professionals, consultants, and other coaches. Her approach is holistic, integrative, and client directed. She partners and collaborates with clients to create action plans or design experiments tailored to their individual needs, desires, and circumstances.

Susan has over 25 years of experience partnering with clients on leadership development, organizational and cultural change, strategic planning, diversity management, and developing high performing teams. Susan has worked with clients at all levels of the system and across diverse sectors – government, health care, education, large and small for-profit and

not-for-profit. She has coached, consulted, or trained internationally, with experiences in Austria, Canada, Ethiopia, Kenya, Lebanon, Lithuania, Mexico, Trinidad, and across the United States.

Dr. Gallant is a senior faculty member of NTL Institute and steering committee member for NTL's Coaching Community of Practice. She co-designed and facilitated NTL's first coaching program, *The Art of Coaching*. Susan is a Professional Certified Coach (PCC) through the International Coach Federation (ICF) and is certified through the Coaches Training Institute (CPCI.) Susan also studied at the Barbara Brennan School of Healing and is certified in The Leadership Circle Profile, OPM 360, Pulse 360, as well as other assessment instruments.

Susan holds a doctorate from Boston University, M.Ed. from Plymouth State College and BSN from the University of Maine and graduated from the Executive Development Program, Whittemore School of Business and Economics.

She is the author of the award-winning book, *The Mechanic Meets the Gardener*.

Presenters

Scott Gauvin



CEO, MACRESCO

Contact:
Scott.gauvin@macresco.com

Workshop: Conflict is the Root of All Waste

Scott is a seasoned change agent with over 22 years' experience successfully helping organizations realize their potential.

Throughout his career, Scott's focus has been on driving performance gains through organizational alignment and a progressive approach to operations strategy.

He has advised companies the world over and across a wide range of industries, including pharmaceuticals, biotech, consumer goods, medical devices, agriculture, packaging, and industrial manufacturing .

In addition to driving the growth of Macresco's consultancy prac-

tice, Scot counsels client organizations in transition and is most often involved in strategic endeavors that include assessing a company's capacities and capacity for change as well as innovating underperforming business models to improve Total Cost of Ownership and market opportunity.

Prior to launching Macresco, Scott was a business management consultant and began his career in the tech space specializing in systems design and architecture.

He holds a BA from the University of Massachusetts and a MBA from Boston University and is a Six Sigma Black Belt.



Michael Hooker



Sr. Quality Assurance Specialist
IDEXX Laboratories, Inc.

Contact:
mike-hooker@idexx.com

Workshop: Reporting for the Corrective Action/Prevention Action Process

Mike Hooker is a senior Quality Assurance Specialist with 17 years experience working for IDEXX.

For sixteen of these years he has performed a role in quality improvement. He began by working on the Rapid Assay production line and then moved to the

Incoming Quality Inspection supporting the water and environmental division. He then progressed to the change control program specializing in configuration management.

From here he moved into Quality Assurance, supporting the release of USDA licensed kits, diagnostic instruments to administering quality programs.

Michael is currently an Internal Lead Auditor and Administers the CAPA program at IDEXX Laboratories.

Presenters

Hollie Jensen



Enterprise Lean Consultant, *Results Washington*, Office of the Governor, State of Washington

Contact:

hollie.jensen@gov.wa.gov

Workshop: Three Key Strategies to boost your Lean Transformation Journey

As a key aspect of the State of Washington's *Result Washington*, Hollie Jensen is developing and implementing a Lean Fellowship and Leadership program while also consulting on the governor's priority goal areas. In this role Hollie focuses on developing state leaders by teaching, consulting and coaching on Lean principles and leadership behaviors.

Result Washington is a management system that is pioneering a new way of governing to provide better value to more Washingtonians for generations to come. It supports the Governor's goals in helping every state employee become a problem solver and every state leader support the problem-solving work by teaching and coaching. Hollie joined state government

in the spring of 2013 as an enterprise lean consultant after her 17-year tenure with Starbucks, where she began as a barista on the front line and worked her way up through the organization with roles in human resources, global strategy and operations. Most recently there, she was a lean practice strategy manager with a focus on implementing the store system of work and the leadership/coaching program.

Jensen holds a bachelor's degree from the University of Washington and has worked closely with LEI over the past 7 years to grow her lean knowledge and experience.

In recent months Hollie has had the opportunity to teach other practitioners at the Lean Transformation Summit, LEI public workshops in Seattle, and the Lean Coaching Summit.



Robert Kilgore



Continuous Improvement Coordinator, GeigerGroup

Contact: rkilgore@geiger.com

Workshop: Lean Sales & Mar-

keting - Application of Value-Based Pricing

Rob Kilgore has been the Continuous Improvement Coordinator for the Geiger Group since March 2011. He develops training materials and facilitates improvement groups at all levels of the company.

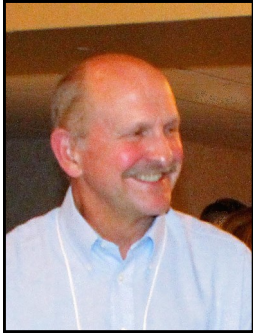
Rob is a Certified Advertising Specialist (CAS) through the Promotional Products Association International and is Lean Bronze Certified (LBC-Sensei) by the Society of Manufacturing Engineers. Rob received most of his Lean training from Pat Wardwell of the Greater Boston Manufacturing Partnership (GBMP).

Prior to being the CI Coordinator, Rob worked for Geiger as an Accounts Receivable Specialist, managing collection of Geiger's west coast accounts. Because of his background, Rob has had a keen interest in applying Lean tools in administrative environments and leveraging all his "factory floor" Lean education and experience.

Geiger Group is a family of very diverse companies engaging in promotional product sales & distribution, marketing consulting, direct marketing via catalogs and the web, and manufacturing of planners, journals, calendars, and other like products, including the world famous Farmer's Almanac.

Presenters

Jon Kirsch



Operational Excellence Manager,
Lonza Rockland, Maine

Contact: jon.kirsch@lonza.org

Seminar: Error Prevention System—A Systematic Approach to Shift Behavior & Reduce Errors

Jon Kirsch is a Lean Practitioner, Trainer, and Advisor with nearly forty years of practical experience throughout the military, public, and private sectors.

He is currently the Operational Excellence Manager at Lonza Rockland with responsibilities in Rockland as well as acting in a training and advisory role at other Lonza sites.

Lonza is one of the world's lead-

ing suppliers to the pharmaceutical, healthcare, and life science industries.

Prior to his position at Lonza, Jon was a Project Manager with the Maine Manufacturing Extension Partnership, training and implementing Lean methods in various industries and organizations including shipbuilding, submarine repair, healthcare, government, bioscience, wood products, seafood processing, gourmet foods, power generation and transmission, and a host of other manufacturing businesses. Jon is an active member of the Lean Collaborative.



Denise Krol



Health Alert Network Coordinator,
NH Dept. of Health and Human Services,
Division of Public Health Services

Contact:
Denise.Krol@dhhs.state.nh.us

Workshop: Complexities in Mapping: A Unique Perspective from New Hampshire

Denise has worked for the State of New Hampshire for six years in the Department of Health and Human Services, Div. of Public Health Services (DPSH) in the Bureau of Infectious Disease Control and is currently its Health Alert Network Coordinator.

Prior to this, she worked as the Education Coordinator for the Mental Health Center of Greater Manchester.

Denise is a Continuous Improvement Practitioner and is a certi-

fied Project Management Professional.

She works closely with local health departments and trains users in the Communicator!NXT which is the web-based system used to send Health Alerts.

Denise also chairs the DPHS Health Promotion Users Group and is a member of the DPHS Strategic Planning Team.

She served for 6 years on the Board of the NH Disaster Animal Response Team and continues to be active in public health emergency preparedness work groups and committees.

Denise holds Master's degree in Business Education.

Presenters

Miriam Leonard



VP Value Improvement, Special Projects, Clinical Integration, MaineHealth

Contact:
LEONAM@mainehealth.org

Seminar: Winning Staff Engagement & Teambuilding-MaineHealth

Miriam leads initiatives across the MaineHealth system designed to improve healthcare value.

Working in partnership with leaders at the local level, Miriam provides guidance and consultation on value improvement. She is developing a program and competencies for the health system members focused on improving Value through process improvements impacting quality, safety and cost of care.

For the past 20 years, Pat has worked as Operations Executive MMC, first as Service Line administration, then with progressively

added responsibilities. She is currently an "internal consultant" to the MaineHealth system, operational improvements/Education.

She has worked as a healthcare operations improvement and strategic planning consultant with two national accounting/consulting firms, consulted with approximately 40+ hospitals, systems. Early in her career, she was worked as a hospital pharmacist and Manager.

Pat holds a BS in Pharmacy and a Masters in Healthcare Administration.



Sam McKeeman



Training Program Manager, Bureau of Human Resources, Maine Dept. of Health and Human Services

Contact:
sam.mckeeman@maine.gov

Seminar: Critical Thinking

Sam is currently the Programs Manager for the Maine Bureau of Human Resources, with responsibility for identifying statewide HR-related programs that need improvement or that should be established.

Prior to this work, Sam was the Director of Organization Development and Training at the Maine Department of Transportation. Previously, he taught high school in Pennsylvania and New South Wales Australia, was chief planner for a justice system agency in Pennsylvania, and worked in several capacities in Delaware government including as special assistant for two governors and as the initial state internal consultant.

At the same time, Sam has done private training and organizational improvement consulting for a variety of state and local governments, non-profit agencies, and the private sector.

Some of his work involved assisting visiting delegations from Japan, Ukraine, Mexico, South Africa and Viet Nam. He also worked in Mexico and extensively in Bosnia helping to establish viable state governments after the Balkans war.

Sam likes to travel, having been in all 50 states and provinces in Canada, much of Europe, Australia, and scattered other places in the South Pacific, Caribbean, and North Atlantic

Presenters

Robert Minicucci



Special Projects Manager, Commissioner's Office, NH Dept. of Environmental Services

Contact:

Robert.Minicucci@des.nh.gov

Workshop: Complexities in Mapping: A Unique Perspective from New Hampshire

Bob Minicucci (*pronounced min-ah-coo-chee*) is Special Projects Manager for the New Hampshire Department of Environmental Services, Office of the Commissioner. His responsibilities include running DES's LEAN process improvement work and its internal data quality management system.

Bob is also the chair of New Hampshire's State Lean Executive Committee. Bob is a graduate of the Worcester Polytechnic Institute. He is a NH-certified "Continuous Improvement Practitioner", a licensed septic sys-

tem designer, and a registered professional engineer.

In previous professional lives, Bob has been a municipal traffic and water department engineer; managed investigation and clean-up of contaminated properties; and worked on road and utility construction for a state highway agency, a construction company and a small consultancy.

He is a dad, a gardener, and has also held several elected and appointed town offices in Ellsworth, NH, a town of less than 100 souls.



Deborah E. Morton



Business Process Specialist, Life Sciences, Corning Incorporated

Contact:

MortonDE@Corning.com

Workshops: Kaizen Thinking Every Day: Learn how to harness the power of your employee's knowledge & Variability Reduction through Standardized Work

Deborah Morton is currently a Business Process Specialist with Corning Incorporated. She is a member of the Life Sciences Division, located in Kennebunk, Maine. Deb has worked for Corning Inc. for 21 years in various roles and locations. Her experience includes Statistical Process Engineering, Quality Engineering Supervision, Quality Management and Performance Excellence at both site and division levels.

Deb has 7 years of experience in Performance Excellence (DMAIC, DESGN, Lean) and Kaizen leadership. She has deployed and managed Performance Excellence and Kaizen programs and in 2012 led the development and deployment of the Life Sciences Division iKaizen system which is used at division sites worldwide.

Deb is a Corning Master Black Belt and for the last two years has been leading ERP integration projects.

Deb earned a BA in Mathematics from the State University of New York-Potsdam in 1991 and a MS in Applied Statistics from the University of Tennessee-Knoxville in 1993.

Presenters

Michael J. Moranti



Associate Professor, New Hampshire Bureau of Education and Training

Contact:
Michael.Moranti@nh.gov

Workshop: Complexities in Mapping: A Unique Perspective from New Hampshire

Michael Moranti serves as an Associate Professor for New

Hampshire's Bureau of Education and Training (BET), which provides training to public sector employees, supervisors, and managers. He is the lead for Lean training for New Hampshire state employees. Michael also is a member of NH Lean Executive Committee and has led the group into developing a strategic plan.

Michael recently retired from the New Hampshire National Guard where he served as the senior strategic planner and consultant to the Adjutant General, the New Hampshire Army Guard Commander, Joint Chief of Staff, and Army Chief of Staff, as well as the Lean Coordinator. Major Moranti implemented Lean process improvement training for the entire NH Army National Guard. He also served as a Medical Evacuation pilot and an Administrative Officer

responsible for coordinating the return of 1500 soldiers from active duty to civilian life. As a Supervisory Human Resource Specialist, he established a nationally recognized suicide prevention program.

He is a certified Continuous Improvement Practitioner and has facilitated Lean projects for state, municipal and non-profit organizations.

He is a graduate of Black Hills State University and has attended the Command and General Staff College, U.S. Army.

Michael is an active member of the NH Lean Network, and the planning team for the NH Lean Summit, he is currently leading the strategic planning initiative for NH's Lean Executive Committee.

Living Lean

Suneela Nayak, MS, RN



Clinical Quality Specialist, Center for Quality and Safety, MaineHealth

Contact:
nayaks@mainehealth.org

Workshop: Winning Staff Engagement & Teambuilding — MaineHealth

Suneela is the Clinical Quality Improvement Specialist, Maine Health Center for Quality and Safety. She facilitates improvement initiatives related to MaineHealth system wide quality improvement goals and opportunities.

As an experienced clinician and educator, Suneela serves as a quality improvement consultant for collaboratives throughout the MaineHealth system.

Her work experience includes - Staff Development Specialist, Center for Clinical and Professional Development Maine Medical Center; Head Nurse, Oncology Center, McGill University Health Care; Family Nurse Practitioner, Herzl Family Medicine

Center, McGill University Health Care, and Nurse Emergency Room, Jewish General Hospital, McGill University Health Care.

Suneela is a certified TeamSTEPS Master Trainer Coach and Clinical Microsystems Coach, as well as a Master Trainer with the American Health Association.

Suneela holds a Master of Science, Summa cum Laude from the University of Southern Maine, (Education and Administration); a Family Nurse Practitioner Certificate, McGill University; and a Bachelor of Science (Nursing), Summa cum Laude from McGill University. She anticipates completing her Lean Six Sigma Black Belt in August 2014.

Presenters

Jeremy Pare, LP.D



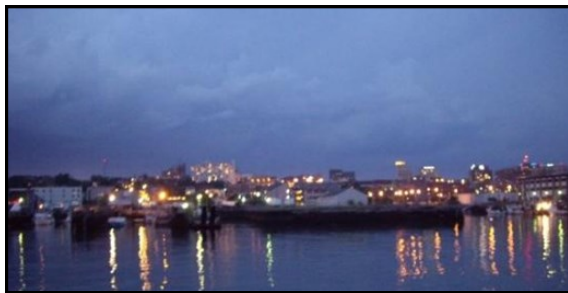
Senior Safety Specialist, Lonza
Rockland
Contact: Jeremy.pare@lonza.com

Workshop: Safety through the
Eyes of Lean Collaboration at its
Best !

Jeremy is the Senior Safety Specialist at Lonza Biologics in Rockland, Maine, which recently was awarded OSHA's SHARP award for safety excellence for the third time.

Jeremy has worked in regulatory affairs within private industry for a decade and earned his Lean Green Belt during this time.

Dr. Pare received his doctorate in law and policy from Northeastern University in 2013. His focus was on collaboration and its potential for great impacts in the realm of occupational safety and environmental health.



John Perrotti III, CMRP Improvement Efforts



Vice President
Fuss & O'Neill Manufacturing
Solutions, LLC

Contact: jperrotti@fando.com
www.fando.com

Seminar: Using OEE to Prioritize

Mr. Perrotti is a Vice President, located in the Manchester NH office and leads various disciplinary efforts for our Manufacturing Solutions group. He is an expert in machine guarding and developing unique machine guarding solutions. He has performed machine hazard risk analysis utilizing lean concepts. He is an expert in electrical safety - NFPA 70E compliance, and Lock Out/Tag Out Procedures. Mr. Perrotti has extensive knowledge within the metal-working industry, providing support solutions for regulatory compliance and methods for increasing production.

Mr. Perrotti is also a trainer for increasing production on clients' factory floors. He has led

many Total Productive Maintenance sessions. He has also performed training and support in Maintenance Manager 101, Troubleshooting Techniques, Set Up Reduction and Utilizing a Lean Approach to Safety.

TOTAL PRODUCTIVE MAINTENANCE

Mr. Perrotti believes in "hands-on" involvement and innovative team approaches to improve equipment effectiveness. He has lead clients to improve the productivity and reliability of their manufacturing equipment. Mr. Perrotti has unique problem solving abilities and troubleshooting techniques. He is a Certified Maintenance and Reliability Professional having achieved that certification in 2010.

Presenters

Michael Radtke



Vice President, Perioperative Services and Acute Interventions - ThedaCare - Appleton, WI

Contact:
michael.radtke@thedacare.org

Seminar: Rapid Cycle Improvements: Daily Improvement & Coaching — Experiments at ThedaCare

ThedaCare adopted Lean in 2003, with Mike leading numer-

ous improvement events and getting first-hand experience of what it is like implementing Lean in healthcare, with countless lessons learned along the way.

Mike began at ThedaCare as a physical therapist in December 1995, taking on a manager position in 2001 overseeing rehab, lab and radiology at one of ThedaCare's hospitals. He left his manager role in June 2007 to become a Lean Facilitator where he supported hospital leadership in daily improvement and implementation of ThedaCare's inpatient delivery model, as well as being privileged to be closely involved with the development and implementation of ThedaCare's Lean management system.

Since August 2010, Mike has been ThedaCare's system director of diagnostic imaging, overseeing all imaging operations for its 5 hospitals, 2 ambulatory centers, and 22 clinics.

In addition to these responsibilities, Mike has shared and used his Lean experience in a variety of ways, including:

- Facilitating Wisconsin's Statewide Value Committee - leaders from healthcare, payors, government, and businesses to create a statewide model to improve Wisconsin's value equation;
- Advising the Kimberly Area School District with their lean transformation;
- Presenting at the Maine Lean Summit in 2011 and 2012, the South Carolina Hospital Association annual meeting in 2012, and the 2013 Lean Healthcare Summit in Orlando;
- Teaching ThedaCare's lean management system as a faculty member of the ThedaCare Center for Healthcare Value to health systems in Iowa, Ottawa, and the VA system in Illinois, Indiana, and Michigan.

The Essential Lean

Elizabeth Rebeil, MBA, MBB



Elizabeth Rebeil, MBA, MBB, Associate Director OE - Sr. OE Coach, Shire Pharmaceuticals

Contact:
erebeil@shire.com

Workshop: Enhancing Operational Excellence - Closing Gaps

Elizabeth Rebeil is responsible for supporting and managing the implementation of Operational Excellence at Shire Pharmaceutical in Lexington MA. Elizabeth continuously seeks to change the culture of the company through a methodical approach to process improvement (new ways of thinking) and solving problems.

Elizabeth has over 10 years of Continuous Improvement and Project Management experience. Before Shire, Elizabeth worked for Lonza -- a global leader in Science-- in Portsmouth New Hampshire, where she was re-

sponsible for leading and administering the implementation of Continuous Improvement, and for BOSE Corporation as a Regional Continuous Improvement Manager in the Southwest.

She is a MBB train the trainers with Air Academy Associates, has a Master's degree in Business Administration with several certifications such as Financial for not Controllers, Training Director, Bose Production System (TPS), Continuous Flow, etc. Training Manager at Chamberlain-LiftMaster, Consultant for Becton Dickson, AVENT, Alcatel, Bard, among others.

Elizabeth is currently pursuing her Doctorate degree in Business Management and PMP certification.

Presenters & Speakers

Lynn Roberts



Practice Administrator, Martin's Point Health Care

Contact:

lynn.roberts@martinspoint.org

Workshop: Improving Primary Care Operations: Model Practice Approach

Lynn has been leading the South Portland Health Care Center since 2005.

Most recently, her site was selected as the 'Model Line' which has a very specific focus of improving the patient experience, patient quality and health outcomes, financial sustainability and employee engagement/morale.

Lynn's extensive knowledge of the work systems and practice flow has given her the experience necessary to navigate her teams through a series of complex changes that have improved outcomes. She has partnered with Human Resources, IT and internal/external consultants in order to take the strategic vision and turn it into an operational environment.

Lynn is currently working to obtain her degree in Health Care Administration/Public Health.

John L. Rioux



Director, Technical Services, Bureau of Labor Standards, Maine Dept. of Labor

Contact:

John.L.Rioux@maine.gov

Seminar: Understanding & Using Measurement

John Rioux is the Director of the Technical Services Division in the Bureau of Labor Standards in the Maine Department of Labor. In that position he is responsible for the operation of the Bureau's Research and Statistics and Customer Service Units and the information technology that supports the Bureau's operations.

The Research and Statistics Unit gathers, analyzes, and disseminates data and research on labor standards and occupational injuries and illnesses. The Customer Service Unit performs intake functions for the Bureau's services and helps customers navigate the government service delivery systems. The Customer Service Unit received a Justice Action Group award for govern-

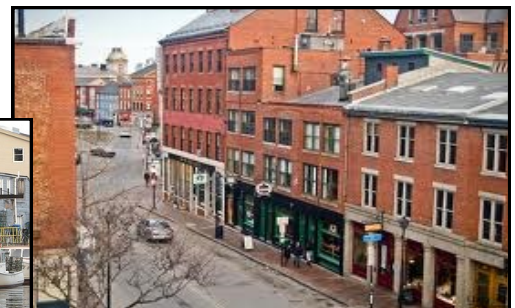
ment service innovation shortly after creation.

The Bureau's operations are supported by a case management database application and the employer portion of that application is shared among three other agencies that do business with employers.

John has over 35 years' experience with data and data systems.

Most recently, as the data manager, he has been involved in introducing lean continuous improvement to state government.

John holds an AB in Economics from Georgetown University, Public Administration studies at the University of Maine-Augusta, and a MS in Statistics from the University of Southern Maine.



Portland Old Port

Presenters

Fred Shamburg



President, Leanovations, LLC

Contact:

fshamburg@leanovations.com

Seminar: Learning Lean Systems—A Very Hands-On Simulation

Workshop: The Perfect Opportunity to Integrate Lean & ISO

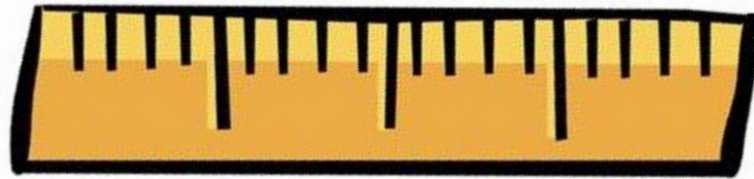
The founder and President of Leanovations, LLC was introduced to Lean by one of the originators of the “Toyota Production System” and very quickly developed a passion for teaching and applying Lean principles to the total business enterprise. He has over 25 years’ experience in leadership and executive level positions for multinational corporations.

His experience embraces working with organizations in diverse industries that include aerospace, medical, automotive, chemicals, government and ser-

vice organizations.

The Board of Examiners for the National Shingo Prize selected Fred, as a Shingo Prize Examiner in 2007. A frequent guest speaker at business conferences, Fred has taught Lean worldwide and in all regions of the U.S., with experience in over 20 countries and 30 states.

He has been recognized as an international leader in successfully implementing Lean and Innovations, where Lean plus Innovations equals Leanovations.



Mark A. Stankiewicz



Employee and Organizational Development, CT Dept. of Labor

Contact:

Mark.Stankiewicz@ct.gov

Workshop: Changing a Complex Organizational Culture

Mark Stankiewicz has held a variety of administrative positions throughout his twenty-eight year

career with the Connecticut Department of Labor.

He is currently in the Agency’s Employee and Organizational Development Unit, which serves as the professional development arm of the CTDOL.

Prior to this, Mark was the Program Manager for the Agency’s Workforce Investment Act, responsible for authorizing more than \$21 million in training, employment programs and services for eligible youth and adults.

During his nine-year assignment as the Operations Coordinator in the Agency’s Office of Research, Mr. Stankiewicz was the Agency’s Lead Representative for Team Connecticut’s SUBASE Strike Force, where he was responsible for analyzing the economic impact of the proposed SUBASE New London closure on

the Connecticut and New England economies.

In 2004, Mr. Stankiewicz was appointed by the Commissioner of Labor to establish the Agency’s Center for Lean Government, which has completed more than twenty-five internal and external events resulting in \$8.4 million in annual cost savings to the Agency.

Before his employment with the Connecticut Department of Labor, Mark worked in various capacities at Bodine Assembly and Test Systems in Bridgeport, Connecticut – a recognized leader in automated assembly technology.

Mark holds a Bachelor of Science and Masters’ Degree in Business Administration.

Presenters

Pat Wardwell



Chief Operating Officer, Greater Boston Manufacturing Partnership, Inc.

Contact: Lela.Glikes@umb.edu

Seminar: The Shingo Model

Pat is a Lean Gold Certified, AME Award Committee Member and Examiner and Shingo Prize Examiner, AME Northeast Board Member.

Pat Wardwell has over 25 years of experience in continuous improvement, operations management and related support functions.

In her current role as Chief Operating Officer for the not-for-profit organization, GBMP, she is active in developing and delivering training and consulting programs and products for a diverse Lean com-

munity, one that spans industries from printing to healthcare to sporting goods.

She is the co-author together with well-known Lean authority and GBMP President, Bruce Hamilton, of the "e2 Continuous Improvement System" book and related learning series. She and Mr. Hamilton received a Shingo Prize in the education and research category in 2010 for GBMP's training DVD "Toast Value Stream Mapping".

Pat holds an MBA from Bentley College and an undergraduate degree from the University of Maine.



Glenda Wilson



Director of LifeWorks Services
Goodwill Industries of Northern
New England

Contact:
Glenda.Wilson@goodwillnne.org

Workshop: Hostages: A Day in the Life of a VSM

Glenda Wilson has been with Goodwill Industries of Northern New England for 20 years.

She is a Lean Facilitator for Goodwill, which in addition to 28 retail stores, operates 23 group homes, 2 NeuroRehabilitation Clinics, and Workforce Solutions services across the 3 states of Maine, New Hampshire, and Northern Vermont.

Glenda has over 30 years experience managing rehabilitation services for individuals with disabilities. She currently oversees programs at 5 locations throughout

Maine, with 70+ employees providing services to over 150 disabled adults and their families.

Glenda is excited to see her teams using Lean tools in each of these locations to improve services provided each day at Goodwill. "The needs of our customers and their families are Priority One for all our employees. Using Lean practices to make our processes more efficient, and less wasteful, results in better quality services for those we care for."

Glenda holds a B.A. degree from Mount Holyoke College.

About the Collaborative



Continuous Improvement Lean Collaborative

The Continuous Improvement Lean Collaborative (CILC) is a multi-state network of public and private individuals, organizations, and companies who together promote continuous improvement in business, government, and industry.

Its goal is to provide opportunities for business, government, and industry leaders to share enhanced approaches and methods for attaining greater excellence in operational effectiveness, efficiency, and value to customers, employees, and stakeholders. It pursues this goal through providing a forum for practi-

tioner and organization learning -- with active collaboration and sharing of knowledge, experience, and resources across all sectors.

The Collaborative's Leadership Board includes representatives of Maine Manufacturing Extension Partnerships; Jotul North America; governments of Maine, Connecticut, and New Brunswick; Lonza Rockland; the Town of Durham, New Hampshire; Idexx Laboratories, Inc.; Infinite Services, Inc.; Lean Capitol LLC, and New Futures – New Hampshire.

In 2008, a small informal group of individuals came together to discuss their wish to share their continuous improvement knowledge and experience and to collaborate with others.

So the idea of the Summit was born. Recognizing the relationships and interdependencies, it was important to the group that the Summit bring together the public and private sectors and all categories of organizations.

This August is the Collaborative's fifth annual *Lean Systems Summit*.

Lean Systems Summit

*Where Government,
Services, and Manufacturing
Meet*

*Collaboration and
Innovation in Achieving
Operational Excellence
through Continuous
Improvement.*



*Exploring
the
Future
State
Together*

Notes

Notes



Notes

Notes

Paul D. Andrews
Jotul North America
pandrews@jotulnoamer.com

Arthur S. Davis
Lean Op. Excellence
arthurdavis51@gmail.com

Stephen Dombrowski
Connecticut Dept. of Labor
stephen.dombrowski@ct.gov

Ronald Dupuis, Jr.
IDEXX Laboratory
ronald-dupuisjr@idexx.com

Jon Kirsch
Lonza Rockland
jon.kirsch@lonza.com

Julita Klavins
Bend the Curve - CIP
cilc.imp@gmail.com

Michel LeBlanc
Gov't. of New Brunswick CA
michel.a.leblanc@gnb.ca

Walter E. Lowell
Lean Capitol, LLC
walter.lowell@gmail.com

Linda S. Paquette
New Futures, Inc.—NH
lpaquette@new-futures.org

Amber Putnam
Gov't. of New Brunswick CA
amber.putnam@gnb.ca

John L. Rioux
Maine Dept. of Labor
john.l.rioux@maine.gov

Lawrence Robinson
Maine MEP
lawrencer@mainemep.org

Todd I. Selig
Town of Durham, NH
administrator@ci.duham.nh.us

Lisa Westberg
Infinite Services, Inc.
ewestbe1@maine.rr.com

It's time once again for the Lean Systems Summit! This August is the fifth of what we hope are many flourishing Lean Systems Summits. It is the continuation of a journey The Lean Collaborative and its Summit Planning Team started over six years ago.

Any continuous improvement journey is in large measure about learning and about exchanging experiences, ideas and knowledge — so essential to achieving excellence in our work.

This Summit brings us together in a remarkable opportunity to do precisely that — to explore and take advantage of what we each have learned and share it with others.

It is an extraordinary forum for sharing our passion for excellence.

As members of the Continuous Improvement Lean Collaborative's Summit Planning Team, it is our profound wish that you will find the Summit joyful and meaningful, connect with colleagues, meet new people to learn from and network with, and increase your knowledge of Lean continuous improvement and its application to your work and your workplace.

We particularly hope that we will all stay in touch with each other and that you will join us in collaborative and innovative continuous improvement efforts, as well as in planning the 2015 Lean Systems Summit.