



**2016  
LEAN  
SYSTEMS  
SUMMIT**

**AUGUST 4-5  
2016**

*Where  
Government,  
Services, and  
Manufacturing  
Meet*

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

# 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 practitioner and organizational learning -- with active collaboration and sharing of knowledge, experience, and resources across all sectors.

In its evolution, the Collaborative's Leadership Board has included representatives of Maine Manufacturing Extension Partnership; Jotul North America; governments of

Maine, Connecticut, New Hampshire, 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 types of organizations.

This August marks the Collaborative's seventh annual *Lean Systems Summit*.



## Pre-Summit Seminars

Thursday  
August 4

## Networking Gathering

Thursday  
Evening  
August 4

## Summit Speakers & Workshops

Friday  
August 5

### PROGRAM

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## SPONSORS

*Thank you to 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**  
<http://www.mainemep.org/>

**Geiger Group**  
<https://www.geiger.com/>



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<https://www.idexx.com/corporate/home.html>

**New England Lean Consulting**  
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**Maine State Library**  
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<http://www.gbmp.org/>

# Lean Leadership & Management



# HOSTS

Continuous Improvement  
Lean Collaborative



Maine Department of Labor

Lonza Rockland



Connecticut Department of Labor

Value Innovation Partners



Lean Capitol

Lean Enterprise Institute



Lean Enterprise Institute



# MODERATOR

## Robert Burke

### Executive Director Value Innovation Partners

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



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. Manufacturing, Pharmacovigilance, Supply Chain Management, Kaizen, Vendor Managed Inventory, Logistics Planning, and Supplier Certification.

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.

Mr. Burke has co-authored dozens of articles published in *PharmaChem Magazine* (an international Pharma Journal) on the subject of Lean operations and has been published in the AME's *Target* magazine on Lean manufacturing. He has presented Lean Sigma workshops and sessions extensively at both national and international conferences -- AME, IIE Lean, ASQ Lean Sigma, SHS, NAM, Kavaq, MESW, Quality Expo -- and to firms such as Pfizer, Bayer, Johnson and Johnson, Avery Dennison, graphic packaging, and ICI-Dulux. He is a member of AME, IIE, ASQ and APICS.



# Living Lean



# SPEAKERS

## Opening Keynote Speaker

### James P. Womack, Ph.D.

Founder & Senior Advisor  
Lean Enterprise Institute (LEI)



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. It was 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 include The Machine That Changed the World (1990), Lean Thinking (1996), Lean Solutions (2005), Seeing The Whole Value Stream (2011), and Gemba Walks (2013). 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.



**Lean Enterprise Institute**



# SPEAKERS

## Afternoon Keynote Speaker

### Karl Wadensten

President, VIBCO



President of VIBCO Vibrators in Rhode Island since 1994, Karl is also the host of a weekly web TV show, The Lean Nation on UStream Wednesdays at 3pm EST. He is a firm believer in the power of leadership and Lean to transform – as VIBCO’s exceptional story evidences. With big ideas, big success stories, and a take-no-prisoners attitude (and sense of humor), his passion for lean and for life is contagious.

Karl tackles the “real deal” of overcoming leadership and organizational challenges to build a culture of improvement. He challenges others to think deeply about what transformation entails and to remember that the driving force for any improvement effort MUST be aligned to a True North focused on adding value to the customer.

At VIBCO Vibrators, Wadensten has developed a lean culture where continuous improvement is the norm and the pursuit of excellence is fully embraced by the entire VIBCO team. Throughout its lean journey, VIBCO has gained and sustained dramatic improvements in inventory, lead times, SMED, quality, and has implemented literally thousands of employee ideas. Today, Karl and VIBCO Vibrators are developing the VIBCO Production System to attain the highest level of producing to customer pull.

For the past several years, Karl and VIBCO Vibrators have hosted free learning plant tours where VIBCO employees speak directly to the visiting leaders to share their experience and demonstrate their own improvements. To date, more than 300 presidents and greater than 4,600 of their employees have benefitted from this program.

VIBCO is committed to producing a complete product portfolio that is Made in the USA. Under Karl’s leadership, VIBCO has won numerous awards and is the subject of a Harvard Business School case, “VIBCO Vibrators”, released in October 2012. The company is also the feature of two lean training videos, "Vibration Nation: Learning to See" and “Change(over) is Good! Cut Costs & Increase Flexibility Through Set Up Reduction” produced and marketed by GBMP.

Karl graduated from the University of Rhode Island with a degree in business and obtained his MBA at the Florida Institute of Technology. Throughout the early stages of his career, Karl learned every aspect of VIBCO, founded by his father, Theodore Wadensten. He is an active member of many local and national associations and organizations.



# PRE-SUMMIT AGENDA

7:15AM – 8:00AM	<b>Registration &amp; Continental Breakfast.</b> (There will be a mid-morning break with refreshed drinks and a mid-afternoon break with drinks and “nibbles” to boost your energy!)					
8:00AM - Noon	<b>PS-AD1</b>  Creating Improvement Focus: Finding the Opportunities and Aligning the Organization  <i>(Cont'd below)</i>	<b>PS-AD2</b>  Lean-Driven Innovation  <i>(Cont'd below)</i>	<b>PS-HD1</b>  Operational Excellence in Administrative Functions	<b>PS-HD2</b>  Systematic Layout Planning (SLP)	<b>PS-HD3</b>  Implementing Daily Management: Introduction and Workshop	
Noon – 1:00PM	<b>Lunch</b> (is provided & includes a variety of choices for entrees, salads, desserts, etc.)					
1:00PM – 5:00PM	<b>PS-AD1</b> <i>(Cont'd)</i>  Creating Improvement Focus: Finding the Opportunities and Aligning the Organization	<b>PS-AD2</b> <i>(Cont'd)</i>  Lean-Driven Innovation	<b>PS-HD4</b>  How to Engage a Reluctant Workforce	<b>PS-HD5</b>  Intro to the Shingo Model for Enterprise Excellence	<b>PS-HD6</b>  An Enterprise-wide Approach to Lean and Operational Excellence	<b>PS-GOV'T</b>  Roundtable
5:00pm	<b>Adjourn for the day. See you at the networking gathering starting at 5PM and tomorrow at the Summit !</b>					

## Thursday Evening Networking Get-Together Holiday Inn by the Bay, Portland, Maine 6PM

The Thursday evening get-together is a casual, small gathering at the Inn by the Bay and is open to any Summit or Pre-Summit registrant. Since some of the Speakers/Presenters arrive early for the Pre-Summit and/or the Summit, it is also 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 are provided. It starts around 5pm, though any time you can get there is fine.

This year's was great fun, meeting and talking with the other participants. Afterward, small groups broke off and stayed at the Inn by the Bay or went off for a late stroll or dinner at any of Portland's many other widely renowned restaurants.



# SUMMIT AGENDA

7:15AM-8:00AM	<b>Registration, Networking, Continental Breakfast</b>				
8:00AM	<b>Welcome</b>				
8:15AM	<b>Opening Keynote: James Womack</b> , Senior Advisor, Lean Enterprise Institute				
9:00AM	<i>Transition to Learning Sessions</i>				
9:15AM	<b>A1: Engaging The Front Line Staff</b>	<b>A2: Lean Safety – A Methodology for Employee Engagement and Culture Change</b>	<b>A3: Creating and Executing a Lean Organization Strategy Roadmap</b>	<b>A4: Situational Leadership</b>	<b>A5: Building Capacity through Partnerships: Connecticut’s Department of Energy and Environmental Protection</b>
10:30AM	<i>Break - Change Learning Sessions</i>				
10:45AM	<b>B1: Team Engagement in Lean: Delivering Ideal Care</b>	<b>B2: Setup Reduction – Removing the Rocks</b>	<b>B3: 10 Things I Hate Most About Continuous Improvement</b>	<b>B4: Lean and Operational Excellence: An Enterprise-wide Approach</b>	<b>B5: Integrating Lean Tools and a Management System in a Complex Organization: Case Example-- Federal Government CMS</b>
Noon-1:00PM	<b>Lunch</b> (provided)				
1:00PM	<b>Afternoon Keynote: Karl Wadensten</b> , VIBCO				
1:45PM	<b>Lean Roundtable</b>				
2:45PM	<i>Break - Transition to Learning Sessions</i>				
3:00PM	<b>C1: Lean in Support Services: Deploying Company-Wide Strategy of Excellence</b>	<b>C2: People + Kaizen = More, Better, &amp; Faster</b>	<b>C3: Creating a Lean Culture</b>	<b>C4: How to 5S Your Leadership Skills</b>	<b>C5: Sustaining Your Lean Journey: A Road Map</b>
4:15PM-4:30PM	<b>Wrap-Up &amp; Next Steps</b>				
<b>See you next year !</b>					



# WORKSHOPS

## PS-AD1: Creating Improvement Focus: Finding the Opportunities and Aligning the Organization

Pam Vecellio, Partner, Continual Impact LLC

Chris Bujak, Partner, Continual Impact LLC

In the absence of a structured planning process, we often –

- Spend time brainstorming areas to improve,
- May not be working on the highest potential areas,
- Have to convince teams that improvement methods and techniques can be beneficial (*employees see improvement as extra work, not part of their daily work*),
- Find that results do not meet expectations, and
- Are not getting employees involved in the needed improvements and their successful installation into the culture.

Join us to understand the Improvement planning process that helps to find and prioritize opportunities for improvement, align the organization around them, and produce more and faster results. This workshop will share the process and methods designed to use the collective thinking power of all employees (*underutilized potential of our employees is one of the biggest forms of waste*); the “top down and bottom up” approach to align objectives, AND the supporting strategies and tactics for pursuing the goals.

All 4 phases of the Improvement Planning process and methods utilized will be explored: Prepare, Create, Cascade, and Confirm. Hoshin Kanri (the planning process of interlocking improvement cycles) approaches systematically the development and linking of plans from organizational vision to operational tactics -- from leadership to individual contributors.

Through this workshop, using a Tell, Show, Do, Recycle approach, you will learn --

What is Improvement Planning and the different meanings of the term?

Why is it important (what benefits its use brings)?

When to use (and not to use) a planning process?

How it is used, i.e. the basic steps and the key elements and methods that enable its speed and success?

What do I need to know and what skills do I need, as a practitioner, in order to succeed?

So that you can:

- Grow in your personal improvement abilities;
- Better understand how to use data to focus improvement;
- See opportunities for use of “planning to focus your improvement activities” (or lean initiative);
- Try the planning process as you gain sufficient knowledge and skills;
- Get additional training and help, including co-leading or application coaching;
- Ultimately, increase the rate of improvement across your organization.



# WORKSHOPS



## PS-AD2 Lean-Driven Innovation

Norbert Majerus, Lean Champion and Author,  
The Goodyear Tire & Rubber Company

Lean has found widespread application in manufacturing but has not seen the same popularity in services and research & development. When applied correctly in these areas, Lean can be just as or even more successful.

The key is to understand the base principles and apply them correctly. At Goodyear we generated substantial gains through the transformation for speed, delivery, efficiency, and even creativity.

In this workshop, you will learn about –

- the key principles of Lean innovation,
- where they could apply,
- how to apply them,
- an “inside-out” transformation -- the best way to manage a large Lean transformation,
- the challenges of leading a large transformation, and
- how to lead and sustain a successful implementation.

You will learn not only these principles but also how we went about the transformation. Keep in mind that these principles can be applied anywhere and to any type of organization or field.

In an innovation creation context, Lean should not be applied to cost reduction as is so often done in manufacturing – Lean principles should be applied to the service, R&D, or other organization to help a company/organization create more value for customers while at the same time assuring the growth of the company

This workshop combines principles, examples, stories, simulations, exercises, process design, and discussions -- for an interactive experience. You will learn and experience the key principles in an engaging way and also learn from the other participants.

**Lean = Continuous Improvement + Respect for People**



# WORKSHOPS

## PS-HD1 Operational Excellence in Administrative Functions: Deploying a True Company-Wide Strategy of Excellence

Catherine Converset, President, Productivity Europe and Executive Partner,  
Productivity Inc. and Productivity Lean Services, Inc.

Most industrial companies have been engaging in Lean and TPM activities in their manufacturing operation for several years, and their efforts have paid off with increases in product reliability, reductions in lead times, and reductions in overall costs. But chances are gains achieved in manufacturing are being offset by inefficiencies in other organizational functions. To get the most from your Lean effort, it is imperative that all company functions (HR, Finance, Marketing, etc.) challenge their processes.

Far from merely a set of tools or projects, Lean is a journey, based on trust and teamwork, where traditional hierarchical relationships give way to one of joint commitment and accountability, where everyone in the organization is working towards a shared vision, towards flow management and efficient processes. While not hard to understand, this approach is often difficult to implement. It requires the development of new perspectives and management routines up and down your entire value chain.

Through a case-based discussion —from issues to outcomes, workshop participants will gain an understanding of how --

- to implement an organizational operational excellence strategy.
- the application of Lean techniques in Marketing, Quality, HR, Sales, R&D, and Finance drives the organization to a new culture and a quantum leap in performance.
- to tie improvement initiatives to organizational goals.
- the importance of establishing leadership routines ensures sustainment.

## PS-HD2 Systematic Layout Planning (SLP)

David Hess, CEO, Doctor Lean; BC-sensei; LSME

Layout planning should not be left to opinions, best guesses, or rapid improvement events.

Systematic Layout Planning is a key and powerful tool for the Lean practitioner struggling with any antiquated and/or dysfunctional facility layout. It takes into consideration the hidden communication being generated by the process, equipment, and personnel.

In this workshop, you will learn about and learn how to use--

### A. The Phases of SLP:

- ◇ Location;
- ◇ Overall layout;
- ◇ Detailed Layout.

### B. The three (3) Fundamentals:

- ◇ Relationship between activities;
- ◇ Space required;
- ◇ Adjustments to relationships and space.

### C. The data set:

- ◇ Product;
- ◇ Quantity;
- ◇ Routing;
- ◇ Support Requirements;
- ◇ Time (PQRST).

Based on this learning and case study work, you will experience the SLP methodology and gain the ability to apply the SLP process to an existing facility layout issue at your own organization.



# WORKSHOPS

## PS-HD3 Implementing Daily Management --An Introduction and Workshop

Wade Kierstead, Manager, Innovation, Improvement, and Technology, City of Fredericton,  
New Brunswick, Canada

Scott Brown, Manager, Building Services Division, Engineering & Operations Department

Nina McCarthy, Process Improvement Facilitator, Innovation, Improvement, and Technology

Daily Management contributes to any culture of Continuous Improvement by ensuring all employees understand the metrics, have opportunity to explain and understand roadblocks being encountered, and collectively generate ideas to deal with issues as they arise. It ensures ideas are captured, assigned, and actioned; employees are aware of upcoming work and events; and successes are celebrated.

Daily Management is a focused team approach to regularly monitor and improve work and is an integral part of a Quality Management System. The City of Fredericton will present the three pillars of daily management—applicable in any setting, how they work and integrate together, and the successes and roadblocks they have experienced rolling out Daily Management throughout the various components of municipal government, from the production areas to office environments.

The workshop will empower you to take Daily Management and apply it to your own workgroups. You will —

- ◇ gain an understanding of Daily Management,
- ◇ learn how to apply it to your workplace,
- ◇ gain from lessons learned by the City of Fredericton as it implemented the system,
- ◇ see how to track implementation across the organization, and
- ◇ know how to monitor for sustainability.

## PS-HD4 How to Engage a Reluctant Workforce

Paul Critchley, CEO, New England Lean Consulting

In order to properly practice Lean, you must first Engage Your Workforce. Yet one of the biggest challenges with Lean can be overcoming a reluctant workforce. Engaging your workforce can be a delicate balancing act at any point but especially if you are just beginning your Lean journey after years of “but we’ve always done it this way”.

We will discuss the most popular objections that you may encounter when beginning your Lean journey. These can come from all levels of the organization - from the CEO to the janitor. We will all discuss the most popular objections, including those you may have encountered. Delving into how those objections typically stem from 1 of 3 possible areas, we will discuss techniques on how to address those from each area in order to overcome objections and build a Lean culture. In breakout groups, each team will take a “scenario” and develop a response to a Lean objection from a certain level of the organization.

Understanding the reasons why people may be resistant to implementing Lean principles, and what you can do to address and overcome these concerns positions you for Lean success.

You will be able to take away techniques, approaches, tips, and questions for dealing directly with these objections. You will learn how to “speak in your customer’s language” in order to garner support for a Lean culture change and how to create an environment that is primed to enjoy a successful Lean implementation.



# WORKSHOPS

## **PS-HD5 Introduction to the Shingo Institute Model for Enterprise Excellence**

Dan Fleming, Director of Consulting Services, Greater Boston Manufacturing Partnership (GBMP)

Many organizations continue to approach Lean implementation as a set of tools that can be selected a la carte and implemented piece meal to obtain productivity and quality gains. This session will highlight the criticality of understanding the philosophy behind the tools and treating the Lean transformation as a deep cultural as well as technical shift in roles and behaviours.

This workshop provides an introduction to the Shingo Institute Model for Operational Excellence including the Shingo Model, the Three Insights of Shingo and ten fundamental principles that form the foundation for Enterprise Excellence. You will view examples of process and results from Shingo recipient companies in a variety of industries, and will receive an introduction to the curriculum developed by the Shingo Institute to enable and nurture a Lean culture and drive compelling, sustainable business results.

You will learn how the fundamental Principles of the Shingo Institute give greater purpose to the technical aspects of Lean to create a truly continuously improving environment through “key behavioural indicators (KBI’s) in order to achieve sustainable results (KPI’s) in their companies.

If your organization has implemented at least some Lean tools but is not satisfied with their sustainability or level of impact on business culture and results, a better understanding of the Shingo Institute Model for Enterprise Excellence in context of your own organization will help to make the difference.

## **PS-HD6 Lean and Operational Excellence: An Enterprise-Wide Approach**

John Kim, President, Kim and Associates & Past Lean Systems Summit Keynote Speaker

Operating 8 facilities across the US, Mexico, and India, Caterpillar’s largest supplier of exhaust systems in the world was being pressured for cost, lead time, and quality improvements at a time when global demand for off-road equipment had declined 50%. This workshop will discuss the enterprise-wide approach that was key to driving high velocity, high impact change into a 400+ person manufacturing facility.

You will learn how this organization was able to use Lean to achieve Operational Excellence in their flagship operation — the improvements and remarkable results, what approach it took to achieve them, the lessons learned along the way, and the success factors and keys to sustainability.

Unlike most manufacturing transformation, where 90+% of the initial focus is on the manufacturing shop, the work at this facility included 50+% of the effort simultaneously addressing and introducing multiple dimensions of innovation within the key support processes that caused, inhibited, and/or encouraged many of the old (batch) decisions.

Breakthrough improvements are possible in any business/organization, however the pace of change and the degree of improvement is tied directly to an organization’s ability to identify gaps and to innovate and improve in parallel with the key processes that drive (or constrain) improvement. In this case, it was clear that changing the shop floor was not going to be enough.



# WORKSHOPS

## PS-Gov't Lean Government -- New & Improved

Justin Kenney, Business Technology Project Mgr., Vermont Dept. of Environmental Conservation

Paul Keegan, Lean Program Manager, Vermont Agency of Transportation

Darlene Dumont, DBA, Public Service Program Director, Lean Enterprise Institute (LEI)

This roundtable and discussion provides an opportunity to –

- Talk in depth about specific requirements for making a Lean government program work.
- Foster greater sharing and collaboration among government agencies.
- Identify best practices throughout the government sector.
- Learn a problem-solving technique that reinforces daily continuous improvement behaviors.
- Improve the sustainability of Lean efforts in government.

Lean thinking has made a dramatic leap from manufacturing to the government sector, seeing relatively quick adoption by many agencies throughout the country. The incorporation of Lean principles and practice into government thinking and processes has varied, and although there has been movement, most efforts have been project-specific and difficult to sustain.

Kenney and Keegan will discuss their efforts to take Lean government to a new level by adapting the Lean principles, methodologies, and tools to a government culture, sharing the lessons learned through their experience building two programs from the ground up. This opens the opportunity for everyone to reflect on, describe and discuss their experiences and lessons learned, with an eye towards the future.

Dr. Dumont will host the second half of this session, providing an opportunity for everyone to dive more deeply into their specific situations and clarify what problems they are trying to solve. This facilitated conversation will be structured using a technique that provides a defined format for problem-solving, allowing everyone to network and share with each other.

Living Lean



# LEARNING SESSIONS

## A1 Engaging the Front-Line Staff

Christine Doucette, Process Improvement Coach, Central Maine Healthcare

In this learning session, you will learn how a Process Improvement Department has been engaging front-line staff in continuous improvement tools and techniques through training documents and other PI resources, new hire orientation, lunch-and-learn classes, daily huddles in all departments, improvement boards, and an online learning module.

On a continuous improvement journey since 2009, CMHC's initial focus was to train leaders in the foundational elements of continuous improvement. In order to propel an organization forward in its pursuit for cultural change, all staff within the organization must have a foundational continuous improvement knowledge and be allowed to put into practice, on a daily basis, the skills they learn. The more knowledgeable and engaged the staff are, the more improvement an organization can realize.

You will walk away with –

- A better understanding of the key role front-line staff play in a continuous improvement culture.
- An understanding of how to engage and train front-line staff in developing problem-solving minds and putting into daily practice continuous improvement tools and techniques.
- Tips and tools to help engage front-line staff in continuous improvement in your own organizations.
- What types of training & materials to offer staff on continuous improvement tools and techniques.

## A2 Lean Safety – A Methodology for Employee Engagement and Culture Change

Robert B. Hafey, President, RBH Consulting

Safety is a rallying point for all stakeholders. Unions, managers, front-line supervisors, and employees in all sectors, all businesses, and all fields will all get in line and support safety.

In order to positively impact the safety culture of a business, leaders must engage their employees. Managers have to change their leadership style to that of a coach – someone who asks the right questions versus having the right answers.

Lean Safety provides business leaders a proven path to engage their employees in non-threatening continuous improvement discussions.

In this session, you will learn how to engage employees in honest safety discussions that have a dual benefit: Reducing the risk of injuries by pro-actively improving the safety of the work performed and at the same time, for example, reducing the cycle time of the work processes.

This will help you to understand the strong link between Lean and safety improvement activities and how this connection can be used to engage the workforce and demonstrate respect for people:

- Highlight the connection between safety and Lean process improvements
- Demonstrate how basic Lean tools are as applicable to safety as they are to Lean.
- Turn accident/incident investigations into a continuous improvement activity.
- Include a Lean Safety Gemba Walk on which you will learn how to coach others in safety improvement identification.
- Prepare all participants to make a safety difference in their place of employment.



## LEARNING SESSIONS

### A3 Creating and Executing a Lean Organization Strategy Roadmap

Ronald N. Dupuis Jr., Ph.D., Director, Corporate Quality Assurance, IDEXX Laboratories  
Bernie Gatchell, Operations Manager, IDEXX Laboratories, Inc.

Developing and sustaining a Lean strategy takes vision, patience, and perseverance. Many Lean strategies are abandoned because organizations cannot sustain the initial gains made during start-up. The application of tools and methods need to have a roadmap applied because it takes time for organizations to create a Lean environment and culture. Part of creating a Lean strategy is developing the future state, and the roadmap needs to be flexible to consider the skills of the organization and business changes.

This session will review the Instrument Manufacturing and Service Operation Lean roadmap at IDEXX Laboratories and its eight-year journey with a strategic roadmap that reflects a 13-year window.

Application of Lean over a long period of time requires commitment and flexibility. The organization needs to see from Leadership that, even when there are twists and turns along the roadmap, the vision and focus to improve continues. Achieving successes at each milestone along the roadmap builds confidence and trust in the strategy. We will share our experiences along the roadmap, and how -- even with change in leadership -- the strategy and roadmap can be continued. We will also share how each milestone enabled the organization to produce strong performance in order to support IDEXX customers.

We will discuss the operational results and successes achieved while following the Lean roadmap, The sustainability of the strategy is important for continued success in achieving True North metrics in the organization. This learning session will discuss the focus required to sustain improvements.

### A4 Situational Leadership

Robert Burke, President, Value Innovation Partners

A last minute emergency resulted in the cancellation of the Shingo Basics learning session. Summit Planning Team member and Moderator Bob Burke stepped in and offered this session on Situational Leadership, outlining the difference between Managing people and Leading people and the different techniques in between.

# *Lean Leadership*



# LEARNING SESSIONS

## A5 Building Capacity through Partnerships: Connecticut's Department of Energy and Environmental Protection (CT DEEP)

Alison Fisher, Program Director, LeanCT

Nicole Lugli, Director, CT DEEP Office of Compliance Assurance

Despite a statewide Lean operating budget of \$50,000, and a CT DEEP Lean budget of approximately the same, CT DEEP's Lean journey is being sustained.

Join us to hear more about our story and how we have leveraged partnerships –

- across agency lines,
- across state lines,
- with the federal government, and
- with the private sector

In order to strengthen our efforts, build our internal (and external) capacity, and ensure an ongoing commitment to Lean thinking.

Building these partnerships is a challenging but powerful and key force for anyone in any sector interested in Lean and the growth and health of their organizations and systems.

## B1 Delivering Ideal Care through Team Engagement in Lean

Jennifer Dieter, Vice President, John Kim and Associates

Isaac B. Mitchell, Director, Continuous Improvement, East Tennessee Children's Hospital

This session will describe the approach, methodology, key processes/solutions, key lessons gleaned, and results achieved by an improvement team in order to deliver ideal patient care.

You will learn about an 'end to end' approach to a hospital model line, the keys to engaging patients/families/ staff/providers, using a systemic approach to engaging lean, using lean principles, and designing/ implementing a lean management system -- including the healthcare mobilization model used and both the obstacles experienced and keys to success in achieving critical operational and strategic improvements for the hospital and the broader community.

The Hospital embarked on its lean journey in 2009, partnering in 2015 with a consulting service to develop a model service line appropriate for its new hospital's surgery expansion. While the end-to-end approach & thinking is not the norm for the vast majority of hospital lean implementations, critical to this effort was the conscious decision to recognize that the surgical service line had to be approached as a true end-to-end value stream that looked at patient, information, clinician, and surgeon flows across many discreet units and departments, focusing on where the service line begins with the patient at the physician practice, flows through the hospital, and ends with follow-up with the physician.

You will learn how, at East Tennessee Children's Hospital, the team used these lean concepts, approaches, and tools to –

- gain a common understanding of the current process (and gaps),
- use lean thinking as the cornerstone to preventing problems, errors and risk across the care continuum,
- design solutions and gain cross-departmental acceptance, and
- implement and deploy solutions across 75+ surgeons, 10+ anesthesiologists/ CRNA, 100+ nurses, 50+ staff members, and 20+ physician practices.



# LEARNING SESSIONS

## B2 Setup Reduction – Removing the Rocks

Paul Critchley, CEO, New England Lean Consulting

Setup Reduction is perhaps the most powerful Lean tool available to us, since it has such a direct, positive effect on available equipment time. Decreasing setup time allow us to place our efforts where they belong – converting material to deliver value to their customers.

The objective of this session is to teach you about the benefits of setup reduction for your processes. In this session, we will study the differences between internal and external setups, and the positive impacts setup reduction will have on business metrics.

The benefits you can expect to realize from doing Setup Reduction include (but are not limited to):

- Increased process flexibility,
- More available processing time,
- Greater available floor space,
- Smaller (and possible elimination of) batches,
- Lower inventory levels,
- Reduced material waste,
- Standardized tooling.

You will learn how to approach and plan a setup reduction event. Tying into the “lower the water to see the rocks” analogy, but turning it around, you will see how to analyze first, then remove the rocks, then lower the water level (inventory).

You will be able to leave this session with a full and clear understanding of the benefits of setup reduction. You will also know how to plan a setup reduction event and be able to qualify its benefits to the organization.

## B3 10 Things I Hate Most About Continuous Improvement

Rob Kilgore, Continuous Improvement Manager, GeigerGroup

I once had a teacher who encouraged (actually, demanded) experimentation and out of the box, new idea-driven thinking in his classes. He said not to be afraid of failure. In fact, he said if you are going to fail, then make it a glorious failure! His reason was, not only is greatness achieved through risk, but also that mistakes are some of the most effective teaching tools you will ever find.

Let’s face it: as engaging, and exciting as Lean and other Continuous Improvement strategies and philosophies can be, and as huge as the benefits to an organization are, there is also a great deal of frustration, false starts, and backsliding, even in organizations that do it really well. Too many organizations never can get past these, and their Improvement programs simply fade away. Meanwhile, we all go to conferences and talk about what you “should do” to make it work and what others “have done” to make it work.

But why don’t we ever talk about what not to do? We all love to share success stories, but why not share stories about our own glorious failures?

We always say in Continuous Improvement that lists of things not to do or to stop doing can have more impact than to-do lists, so let’s talk about the things that drive us all crazy, and share some laughs and stories, and learn from each other’s mistakes.

You will walk away from this session with a good sense of some common and avoidable mistakes and what to look out for.



# LEARNING SESSIONS

## B4 Lean and Operational Excellence: An Enterprise Wide-Approach

John Kim, President, Kim and Associates (and past Summit Keynote Speaker!)

This session will discuss the enterprise-wide approach that was key to driving high velocity, high impact change in a 400+ person manufacturing facility. Operating 8 facilities across the US, Mexico, and India, Caterpillar's largest exhaust systems supplier in the world was being pressured for cost, lead time, and quality improvements at a time when global demand for off-road equipment had declined 50%.

You will learn how this organization was able to use Lean to achieve Operational Excellence in their flagship operation—identify the improvements and remarkable results, what approach it took to achieve them, the lessons learned along the way, and the success factors and keys to sustainability. Unlike most manufacturing transformation where 90+% of the initial focus is on the shop, the work at this facility included 50+% of its effort addressing and introducing multiple dimensions of innovation within the key support processes that caused, inhibited and encouraged many of the old (batch) decisions.

While breakthrough improvements are possible in any business, the pace of change and the degree of improvement is tied directly to an organization's ability to identify gaps and to innovate and improve, in parallel, the key processes that drive (or constrain) improvement.

In a) having the understanding and commitment at organizational corporate, senior, and plant levels of the organization and b) having an acute understanding of the financials, it was possible to mobilize, execute and deliver transformational level results to the business.

## B5 Integrating Lean Tools and a Management System in a Complex Organization: Federal Government CMS

Mindy Hangsleben, Lean Entrepreneur Fellow, U.S. Centers for Medicare and Medicaid Services (CMS)

"Exceptionalism." Does that apply to the government in regard to Lean? Can such an organization apply the same tools and methods as the private industry?

Yes, it can! Come learn how the Centers for Medicare and Medicaid Services (CMS) have integrated Lean methodologies as part of their daily work:

- Typical Lean methodology deployment.
- Tailoring Lean tools to fit the needs of government business, introducing Fed Biz Lean.
- Applying Leader standard work in a government environment.
- Results driven innovation, outcomes.

"Can't work in government" doesn't apply here. Any government entity has processes ripe for improvement opportunities. Project-based applications of Lean methodologies often fail in this arena because a true management operating system has not been included in the implementation.

You will learn about how a federal government agency, committed to the mission of improving the health of the American people through the delivery of high value and cost-effective care is implementing the Lean methodology. Through effective change management, government entities can shift how they manage and think about agency processes, approaching each process with the question of whether it provides the most value to the customer, and if not, what waste can be eliminated to meet the customer needs. You will hear of the lessons learned and gain a better understanding of how to deal with some common resistance in a policy and politically driven environment.



# LEARNING SESSIONS

## C1 Lean in Support Services: Deploying a Company-Wide Strategy of Excellence

Catherine Converset, President, Productivity Europe and Executive Partner, Productivity Inc. and Productivity Lean Services, Inc.

This session will discuss how to engage an Operational Excellence program in company support functions to generate important productivity gains, customer satisfaction improvement, and positive change in the organization.

Today more than ever, leaders recognize that a holistic effort, moving Lean initiatives beyond manufacturing or operations, is necessary to create long-term competitive advantage. To that end, it is imperative that all company and organizational functions challenge their processes and their way-of-working to focus on customer requirements, increase the speed of response, and eliminate quality variability. The improvement potential is very high: this will generate customer satisfaction and high productivity gains which can be reallocated thus creating the ability to do more with the same resources and resulting in increased competitiveness.

This company-wide effort requires a strategic intent, changes in leadership and management roles, organizational changes, and a customized roadmap built around a few key principles of operational excellence in services -- engaging on a Lean journey creating enthusiasm and generating a new company culture.

You will learn from the journey – from issues to outcomes – of how one organization applied the principles of Operational Excellence to all corporate functions and processes (Marketing, Quality, R&D, HR, Sales and Finance). You will see the benefits, bottlenecks, the key success factors and the difficulties, including leadership and management changes, and the perspectives for long term sustainability.



# LEARNING SESSIONS

## C2 People + Kaizen = More, Better, & Faster

Pam Vecellio, Partner, Continual Impact LLC

Chris Bujak, Partner, Continual Impact LLC

A Kaizen event relies on the knowledge and involvement of the People who perform the work. State Vital Records Offices conducted Kaizen events to improve efficiencies and enhance processes for providing timely and accurate health information used to plan and evaluate public health programs and measure the health of its populace.

Come learn how resources from >10 departments (national, state, and local jurisdictions) joined in 5-day Kaizen events to create energy, involvement, and results.

NAPHSIS (National Assoc. of Public Health Statistics & Information Systems) and Vital Records Statistics Programs (official record holders for birth, death, fetal death, marriage, and divorce) across the country are on a mission to provide “more, better, and faster” data to improve public health and prevent waste, fraud, and abuse.

The Kaizen event process was applied to engage process stakeholders (internal, external-national, state, & local, data providers, and data users) to ignite short and long-term continuous improvement wins. The collaboration and problem solving with the diverse process stakeholders exceeded expectations, opening up national sharing, solution replication, and seeing possibilities for further improvement.

You will learn, using Minnesota and North Carolina Office of Vital Records kaizen walk-throughs:

- What is Kaizen and the improvement methods and techniques used,
- Why use Kaizen,
- How a 5 day Kaizen is structured, and
- The substantial people impacts.

## C3 Creating a Lean Culture

Daniel Pfenndt, LBC, Advanced Manufacturing Engineer, IDEXX Laboratories

Why should we do Lean?

Lean is about creating a culture of continuously seeking improvement with a focus on the value we deliver to our customer. There is a great deal of focus on individual tools and their effects on organizations, but simply applying these tools to an organization does not change its culture.

A Lean culture and what it takes to get there is the overarching goal of IDEXX Lean efforts

This session will be a walk-through of the cultural side of Lean implementation. You will learn what a Lean culture looks like and its advantages so that you and other Lean leaders are better-equipped to answer the question of ‘why should we do Lean?’

Integral to this discussion will be the eight steps of creating major change (from John P. Kotter’s Leading Change), using a real life example from our IDEXX experience.

You will walk away from this session with a broader understanding of the meaning and impact of a Lean culture. The knowledge and lessons from our IDEXX case example will help you, as Lean leaders, to be more effective agents of change in your organizations’ Lean journeys.



# LEARNING SESSIONS

## C4 How to 5S Your Leadership Skills

Maryanne Ross, CFPIM, CIRM, CSCP, Trainer and Consultant, Mental Apparel

Most of us are familiar with the Lean workplace organization method called 5S, and many of us have used it to make significant improvements in our factories, offices, hospitals, and even our homes. Why not take it to another level and apply the very same principles to your leadership skills?

This interactive session will help you explore ways to Sort, Straighten, Shine, Standardize and Sustain your thoughts and actions so that you can lead yourself and others to higher achievements than you thought possible.

With this session you will be able to employ these new ideas immediately to:

- Sort out the negative thoughts and actions that are holding you back.
- Organize your thinking and daily activities to increase productivity for yourself and your team.
- Develop the simple habits of the highest achievers and teach them to others.
- Eliminate wasteful activities that are harmful to your health, relationships, and career!

You will be introduced to opportunities to use 5S methodology for personal leadership development. The objective is to develop leaders who are capable of managing their lives and themselves, so that they are better able to focus on the challenges of the workplace. When wasteful and harmful habits are eliminated from our lives, we are better able to make positive contributions to the workplace.

Participants, both newcomers and experienced practitioners, can expect a new ability to set and achieve goals, to improve and heal damaged relationships, and to model better behaviours in the workplace and with their teams.

## C5 A Road Map to Your Sustainable Lean Journey

Tony Rodriguez, President, Daniel Penn Associates, LLC

Kate McGovern, Lean Trainer, Daniel Penn Associates, LLC

This workshop will guide you through the five step-road map that weaves Lean into an organization's management system.

By using a systems approach, you will explore the change management challenges at each level within the organization. This road map will provide you with a practical method for anyone to use at any stage of their Lean journey.

A blend of theory and practice will provide an opportunity for you to learn and understand the underlying change management necessary for organizational transformation:

- The 5-Step Road Map to a sustainable Lean journey in 18 months. A sustainable Lean journey requires more than just the use of tools.  
*(While it's optimal to start at Step 1 and work forward, most of us started at Step 2 or 3 and are now trying to figure out how to develop Step 1 -- how to get there from where we are now.)*
- The optimal approach for introducing Lean to your organization: preparing managers and administrators for their role, identifying Lean champions, and introducing Lean to the entire workforce.
- Recognizing the fact that while most organizations start with Kaizen projects, there are strategies that can guide the effort into a broader context.



# PRESENTERS

## Scott Brown



Manager, Building Services Division, Engineering & Operations Dept.  
City of Fredericton, New Brunswick, Canada  
Scott.brown@fredericton.ca

**Workshop:** Implementing Daily Management -- An Introduction and Workshop

Scott Brown is a Lean Six Sigma Black Belt and manages the City of Fredericton's Building Services Division under the Engineering & Operations Department.

Scott has been a Continuous Improvement leader for many years, responsible for implementing projects in various areas of the City in addition to energy and efficiency improvements in Building Services.

Scott's journey with the City spans eighteen years and includes working in many aspects of the organization including Building Inspections, Engineering, Traffic Operations, Roads & Streets, and Building Services.

## Chris Bujak



Partner, Continual Impact, LLC  
chris.bujak@continualimpact.com  
www.continualimpact.com

**Workshop:** Creating Improvement Focus: Finding the Opportunities and Aligning the Organization

**Learning Session:** People + Kaizen = More, Better & Faster

As a partner of Continual Impact, Chris has been key to its founding basic premise — to help others achieve sustainable performance, beyond what is thought possible, by unlocking the limitless capacity of an organization's most valued resource — its people. He and the rest of his colleagues have spent the majority of their careers in pursuit of learning, applying, and teaching principles and methods used to create high performance continual improvement.

Chris has had extensive experience in continuous improvement including:

- Global Director of Continuous Improvement (CI) for a Fortune 200 company
  - ◇ Led global roll-out of integrated, "One Company", Continuous Improvement (CI) Model and Process.
  - ◇ Primary architect of the CI Model and Process; synthesizing methodologies of Lean Enterprise, Six Sigma and the concept of high-performing learning organizations (HPLO) with the strategies of other corporate initiatives such as change management and employee involvement .
  - ◇ Led the multi-national deployment of the initiative.
  - ◇ Coached 20+ org. units and businesses with different product types and value streams through initiation, analysis, development, and execution of annual improvement plans, measurement of results, education of personnel, resolution of barriers, and building a culture of improvement.
- Educator, practitioner of application-level understanding of a wide range of CI methods and techniques.
- General Manager, Process Systems Engineering and Manufacturing.

Author of many articles and publications on continuous improvement, quality, and Lean, Chris holds a B.S. degree in Mechanical Engineering from Lafayette College, Easton, PA.



# PRESENTERS

## Catherine Converset



President, Productivity Europe and Executive Partner, Productivity Inc. and Productivity Lean Services, Inc.

bpost@productivityinc.com    www.productivityinc.com

Workshop: Operational Excellence in Administrative Functions: Deploying a True Company-Wide Strategy of Excellence

Learning Session: Lean in Support Services: Deploying a Company-Wide Strategy of Excellence

After graduating from the *Ecole Supérieure de Commerce de Paris* (ECSP), Ms. Converset successfully held different posts in the Pechiney group in Italy and France, before becoming worldwide export manager of aluminum rolled products for Pechiney Rhenalu. She went on to become director of packaging development in the Pechiney group. After 10 years at Pechiney, she spent 5 years managing a plastic packaging production plant in the Carnaud Metal Box group in Italy.

Ms. Converset joined Productivity in 1994. Following extensive Lean and Six Sigma training in the USA, she became a partner of Productivity in France, then in Europe and the USA. She is now President of Productivity Europe and Executive Partner of Productivity Inc.

Her areas of expertise are:

- ◇ Lean training and support for Executive and Management teams.
- ◇ Policy Deployment (Hoshin Kanri).
- ◇ Lean management system implementation strategy.
- ◇ Management and leadership training.
- ◇ Lean in pharmaceutical environment (manufacturing, CMC&E) and R&D.

Ms. Converset has developed a deep experience of Lean transformation in all business environments. She has acquired a strong experience in Lean in pharmaceutical, process, and R&D environments.

## Paul Critchley



CEO, New England Lean Consulting

paul@newenglandlean.com

www.newenglandleanconsulting.com

Workshop: How to Engage a Reluctant Workforce

Learning Session: Setup Reduction – Removing the Rocks

Paul W. Critchley has enjoyed a successful career implementing Lean in a variety of industries including Automotive, Medical Devices and Aerospace.

He has used these abilities to lead numerous continuous improvement and organizational change events that have saved companies millions of dollars, improved quality and increased employee satisfaction scores. He has been recognized within industry as an expert on employee engagement and management interaction, and has won awards for his ability to implement positive change within organizations.

Author of “The Whole Professional, A Collection of Essays to Help You Achieve a Full and Satisfying Life”, he is the founder and CEO of New England Lean Consulting. Paul holds a B.S. in Mechanical Engineering, a M.S. in Management, and a M.S. in Organizational Leadership.



# PRESENTERS

## Jennifer Dieter



Vice-President, John Kim and Associates (JKA)  
jend@johnkimconsulting.com  
www.johnkimconsulting.com

**Learning Session:** Delivering Ideal Care through Team Engagement in Lean

As an internationally recognized executive consultant, Jennifer has guided both Operational and Enterprise Excellence strategies with companies in North America, Europe, South America, and Africa. Her executive experience encompasses a wide range of industries and sectors including Manufacturing, Healthcare, Training Development, Human Resources, Oil and Gas, Government, and Medical Devices. Having worked with this wide range of business models in both the public and private sectors, including billion-dollar, multi-national companies, her work has included a wide array of approaches and solutions in developing and implementing business strategies and driving bottom line financial performance.

Jennifer aligns Lean with organizations' strategic objectives. Using JKA's approach to *Enterprise Excellence* and a diligence to the importance of building sustainable, scalable processes, JKA's clients have consistently demonstrated multi-million dollar savings in cost, cash, and revenue. This has shown a clear understanding of the need for organizational structure combined with the importance of local control (based on local nuances, culture, and/or regulations, etc.) as the key to ensuring systems and processes designed to be sustainable locally and scalable globally.

Regardless of industry, this approach attains business objectives with financial performance, while working to engage, motivate, and guide teams and individuals in the most positive way possible and following a structured approach utilizing the strengths and successes already established within an organization.

## Christine Doucette



Process Improvement Coach, Central Maine Healthcare (CMHC)  
doucettc@cmhc.org

**Learning Session:** Engaging the Front-Line Staff

Christine Doucette is a Process Improvement Coach at Central Maine Healthcare (CMHC.) She has worked at CMHC for 19 years with the last 5 years in her current role as PI Coach.

The major focus of her role is as an educator of continuous improvement tools and techniques and as a coach in Gemba to help spread the continuous improvement initiative within the organization.

Along with her co-workers, Christine facilitates the ongoing training and development of leaders within the organization in a course known as the Central Maine Operating System (CMOS.).

Christine has been trained in facilitation, project management, Lean concepts, coaching, GE CAP and Workout, has a green belt in Lean/Six Sigma, a BA in Arts and Humanities, and is currently seeking her MA in Leadership and Organizational Development.



# PRESENTERS

## Darlene Dumont, DBA



Public Service Program Director  
Lean Enterprise Institute (LEI)  
ddumont@lean.org

Workshop: Lean Government: New and Improved

Dr. Darlene Dumont is currently the Public Service Program Director at LEI. She brings with her over 27 years of diverse business experience with demonstrated results in organizational transformation, executive coaching, systems-thinking, scientific problem-solving, strategy deployment, consulting, curriculum design for universities and organizations, project management, and organizational design.

She has worked in a variety of industries including government, healthcare, aerospace, nuclear, insurance, academia, and the Dept. of Defense. She is a retired officer of the Air National Guard and, prior to becoming a lean practitioner, was an accountant for 11 years.

Darlene began her lean journey working in the aerospace industry in 2000 and has since applied that knowledge to many processes and organizations and transferred the learnings to hundreds of people.

In 2012, she completed her Doctorate of Business Administration (DBA) while working in healthcare. Her action-research combined a variety of models and concepts to compliment lean thinking and practice and resulted in a methodology called "Relationship-Centered Lean™." The approach empowered and engaged multi-disciplinary staff throughout the hospital and resulted in a 40% reduction in patient falls within 18 months.



# PRESENTERS

## Ronald N. Dupuis, Jr. Ph.D.



Director, Corporate Quality Assurance  
IDEXX Laboratories, Inc.  
Ron-dupuis@idexx.com

**Learning Session:** Creating and Executing a Lean Organization Strategy Roadmap

Ron Dupuis is Director of Corporate Quality Assurance at IDEXX Laboratories in Westbrook, Maine. At IDEXX, Ron manages day-to-day and strategic Quality Assurance initiatives that support diagnostic, detection, and information systems for veterinary, food, and water testing applications.

Ron has over 30 years of experience working for manufacturing companies in Maine, primarily in the semiconductor and bio-tech industries, holding positions in Operations, Supply Chain, and Quality organizations. 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) and is a certified Total Productive Maintenance (TPM) instructor through JIPM. He is also a certified Six Sigma Green Belt through the American Society for Quality (ASQ). Ron's expertise in Lean and TPM is supported by his benchmarking activities 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 area of veterinary medical instrument manufacturing and service.

He is a Board Member for the Manufacturers Association of Maine, the Robotics Institute of Maine, and the USM STEM Advisory Board and is past Chair of the Society of Manufacturing Engineers in Maine.

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



*Portland Head Light,  
Fort Williams Park*

# The Essential Lean



# PRESENTERS

## Alison Fisher



Program Director, LeanCT  
Connecticut Office of Policy and Management  
alison.fisher@ct.gov      www.ct.gov/leanct

Learning Session: Building Capacity through Partnerships: Connecticut's Department of Energy and Environmental Protection (CT DEEP)

Alison coordinates and manages Connecticut's statewide effort to promote a culture of continuous improvement through the Office of Policy and Management.

In this capacity, she guides and supports state agencies in using process improvement tools such as Lean to become more efficient, work together, improve services to state residents, and enable staff at all levels to be involved in decision making. With the help of a fourteen-member Steering Committee, including representation from all programmatic areas of government, Alison arranges for trainings, data collection and reporting, Kaizen facilitation, and interagency support and collaboration to achieve results. She also works on various special projects at the request of the Secretary of OPM.

Alison joined Connecticut state service in 2010, when she was an analyst in the state budget office. Prior to her time in Connecticut, Alison held positions with the City of Springfield, MA and the State of New York. She holds a B.A. in Public Policy and a Master of Public Administration, both from University at Albany.

## Dan Fleming



Director of Consulting Services & Certified Shingo Institute Workshop Facilitator,  
Greater Boston Manufacturing Partnership  
dfleming@gbmp.org

Workshop: Introduction to the Shingo Institute Model for Enterprise Excellence

Daniel J. Fleming is GBMP's Director of Consulting Services & a Certified Shingo Institute Workshop Facilitator.

He is a Shingo Prize Recipient & SME Lean SILVER Knowledge Certified. Dan brings 30+ years of experience in operations and engineering to GBMP including more than 25 years of hands-on experience learning, leading, and teaching the principles and tools of the Toyota Production Systems and continuous improvement. He has worked with a wide range of organizations.

He was the lead developer of GBMP's highly regarded Lean in Healthcare Certificate Course. This comprehensive program was one the first of its kind in healthcare.

Over the past five years Dan has been the lead faculty on programs taught at more than 30 hospitals, medical clinics and nursing homes. More than 600 students have gone through the program, including clinicians, hospital and nursing home staff, and architectural professionals.

Prior to becoming the Director of Consulting Services, Dan was a Continuous Improvement Manager at GBMP for 14 years. Dan was also the Director of Operations at United Electric Controls Company, where he was a recipient of the Shingo Prize for Operational Excellence. Mr. Fleming holds a Bachelor's Degree in Electrical Engineering Technology from Northeastern University.



# PRESENTERS

## Bernard Gatchell



Operations Manager,  
IDEXX Laboratories, Inc.  
Bernard-GatchellIII@idexx.com

Learning Session: Creating and Executing a Lean Organization Strategy Roadmap

Bernie has been a leader in High-Tech Operations for over 30 years. Having worked in the Semiconductor and Veterinary Instruments Manufacturing & Service, Bernie has held various key leadership positions in Engineering and Operations Management.

Most recently, Bernie leads IDEXX Laboratories Instrument Solutions Manufacturing and Service Organization. Bernie's knowledge and implementation of Lean into the organization's DNA has led to the top in the class results in Employee Engagement, Quality, On-Time Delivery and Cost.

## IMPORTANT THINGS TO KNOW

## Robert B. Hafey



President, RBH Consulting  
rbhafey@gmail.com

Learning Session: The Safe Path to Lean Operational Success – Employee Engagement and Culture Change

Robert is passionate about continuous improvement and has a broad range of operational, maintenance, and safety experience. He authored the first book that linked lean to safety - Lean Safety – Transforming your Safety Culture with Lean Management, followed by Lean Safety Gemba Walks – A Methodology for Workforce Engagement and Culture Change. He is a skilled and acclaimed presenter and facilitator whose work has taken him to China, Australia, Ukraine, England, Canada, and the US.

He is president and founder of RBH Consulting which assists businesses on their lean journey, helping them understand the safest and surest path to lean success, (integrating safety into lean culture and lean culture into safety) is employee engagement, a proven path to culture change & lean implementation.

Robert has had extensive experience in manufacturing operations and maintenance, with the first part of his career at U.S. Steel Corporation followed by over twenty years at Flexco. For the last eighteen years there, he was directly involved in the definition and implementation of continual improvement.

He firmly believes in his signature tag line: "You can continuously cope or you can continuously improve – the choice is yours!" He considers continuous improvement a creative endeavor. He has served on the national board, as a regional board president and regional board member, and has been a volunteer member of AME annual conference teams.



# PRESENTERS

## Mindy Hangsleben



Lean Entrepreneur Fellow  
U.S. Centers for Medicare and Medicaid Services (CMS)

Learning Session: Integrating Lean Tools and a Management System in a Complex Organization: Federal Government CMS

Mindy Hangsleben is an Entrepreneur Fellow for the Centers for Medicare and Medicaid (CMS) and leads the lean cultural transformation for CMS.

Currently, she is working on accelerating the healthcare marketplace by applying Lean tools to federal processes, enabling significant cost savings, increased productivity, and higher quality.

Mindy graduated with a B.S. in Chemical Engineering from the University of North Dakota in 2005. After graduation, Mindy worked at Intel Semiconductor as a process engineer and also taught and led process improvement activities. Mindy has over 5 years applying Lean and other process improvement tools.



## David Hess



Owner and Consultant, Doctor Lean  
davidh@doctorlean.biz

Workshop: Systematic Layout Planning (SLP)

As a past MEP Project Manager-Lean Manufacturing, David Hess worked with manufacturers to improve their quality, efficiency and profitability. He brings over 32 years of hands-on operations experience, ranging from front-line supervision to senior management and has focused on implementing world-class manufacturing concepts in the aerospace, aluminum extrusion and steel foundry industries since the early 1980's.

Before joining the MEP, David served as director of manufacturing operations for several Pennsylvania aerospace companies, where he implemented cellular/flow and demand-pull manufacturing. He has received training in Juran Quality Improvement techniques and was a certified trainer in the Bethlehem Steel "Managing Through Statistical Methods" program. He assisted NHMEP with the delivery of a Lean Energy training and auditing program.

David holds a BS Mechanical Engineering and an MBA. He has received his Bronze Lean Certification from AME/SME/Shingo. As a member of the NIST-MEP Lean Special Projects Task Force he became a NIST-MEP certified Master Lean Trainer and Implementer, conducting workshops, train-the-trainer seminars, and lean implementations both here and abroad. He is a former Mid-Atlantic Region Vice President and President, National Vice President for Products and NE Region Vice President and President with the Association for Manufacturing Excellence (AME). Currently, he is Secretary-Treasurer for the NE Region of AME and is a life member of the Society of Manufacturing Engineers and American Society of Mechanical Engineers.



# PRESENTERS

## Paul Keegan



Lean Program Manager  
Vermont Agency of Transportation  
paul.keegan@vermont.gov

**Workshop:** Lean Government: New and Improved

Paul is Lean Program Manager for the Vermont Agency of Transportation (*VTrans*) and coordinates all efforts within *VTrans* re: Lean and Continuous Improvement.

In 2015 Paul was asked by his Agency Secretary to “explore” the benefits of Lean and develop a plan to implement the Lean culture within the Agency. In a short amount of time Paul and his agency have created a Lean training program, conducted numerous Kaizen events, and have rapidly infused the culture of Lean within *VTrans*.

Paul has presented to State Transportation agencies throughout the country re: the trials of creating a Lean program at a State Government level and has presented to the Lean Interchange, a nationwide group of Lean practitioners within State Government Transportation Departments. Paul is also a member of a state-wide effort to infuse Lean in all Vermont state agencies and has helped other Vermont state agencies develop a structure and plan to create a Lean Program within their individual agencies.

Relatively new to Lean, Paul received formal Lean training through the New Hampshire Bureau of Education and Training by instructor Kate McGovern. Paul holds a B.S. in Business Management and is concluding his M.S. in Sustainable Transportation from the University of Washington in Seattle, WA.

## Justin Kenney



Business Technology Project Manager  
Vermont Department of Environmental Conservation (VTDEC)

**Workshop:** Lean Government: New and Improved

Justin Kenney is the Business Technology Project Manager at the Vermont Department of Environmental Conservation (VTDEC) and coordinates the Department’s Lean Initiative, which was created in December 2013. Justin’s first exposure to Lean was in 2009 at a workshop on Toyota A3 problem-solving. Justin has continued to expand his Lean learning ever since, working to put principles into practice

on a daily basis.

Justin’s keen ability to synthesize information and use systems thinking to solve problems has served him well as Lean Coordinator at DEC, where he has helped facilitate, support, and shepherd over 30 improvement projects of varying sizes. As a member of a state-wide team looking at improving government operations in Vermont, Justin is using lessons learned from his experience at VTDEC to help develop a replicable model of continuous improvement across state government that links strategic planning, Results Based Accountability, and Lean. Justin is excited about the progress made on Lean government and looks forward to helping shape its future in the coming years.

Justin is a graduate of the University of Vermont with a Bachelor of Science in Environmental Sciences and a concentration in Ecological Design.



# PRESENTERS

## Wade Kierstead



Ass't. Manager, Innovation, Improvement, and Technology,  
City of Fredericton, New Brunswick, Canada

**Workshop:** Implementing Daily Management -- An Introduction and Workshop

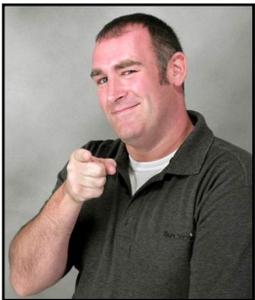
Wade Kierstead is a Lean Six Sigma Black Belt and leads forty belts on the City of Fredericton's journey of Continuous Improvement.

With experience in Staffing to Demand, Daily Management, Lean Six Sigma, and other tools and methods, the Continuous Improvement team is redesigning how the City operates from the ground up.

With Fredericton as the lead, the first *Canadian Public Sector Lean Summit* was held this past April in Fredericton and was quite a success with broad participation, including from the private sector.

Wade's journey with the City spans twenty years and includes being Supervisor of IT Infrastructure, Systems Architect for the City of Fredericton's fibre and wireless carrier e-Novations, a Lean coach and champion, and Assistant Manager of Innovation, Improvement, and Technology. Previously, Wade worked with Unisys in New Brunswick and IBM Canada in Toronto, Ontario.

## Rob Kilgore



Continuous Improvement Manager, GeigerGroup  
rkilgore@geiger.com

**Learning Session:** 10 Things I Hate Most About Continuous Improvement

Rob Kilgore is the Continuous Improvement Manager for GeigerGroup. In this role, Rob has developed and delivers a robust internal Continuous Improvement training program focused on Lean Office and Services. He also serves as a facilitator and project manager for *kaizen* teams, and is the chief administrator of Geiger's Idea Generation program.

Rob has worked to build GeigerGroup's reputation in the local Lean community by providing consulting services to the University of Southern Maine's Lewiston/Auburn Campus staff, by serving as a guest lecturer for their Lean Certificate program, participating in the round tables hosted by the local chapter of SME, and hosting visits from many organizations both public and private. Rob has also presented at the Lean Systems Summit in Portland Maine, with sessions dealing with Lean for the Office, Lean Sales and Marketing, Lean Leadership, and Effective Idea Generation.

Rob holds a B.S. in Public Administration from the University of Maine at Augusta, and is currently completing his M.B.A. at the University Of Southern Maine School Of Business. Rob is an SME Lean Bronze Certified *Sensei* (LBC-Sensei), as well as a Master Advertising Specialist (MAS) with the Promotional Products Association International (PPAI). Rob also holds the internal Geiger certification of Continuous Improvement Leader (CIL), a program that he was instrumental in developing and implementing, and which he administers.



# PRESENTERS

## John Kim



President, Kim and Associates  
*Past Lean Systems Summit Keynote Speaker*

**Workshop:** An Enterprise-wide Approach to Lean and Operational Excellence  
**Learning Session:** Lean and Operational Excellence: An Enterprise Wide-Approach

Having successfully implemented Lean in a wide range of industries, sectors, and global markets, Mr. Kim has become a globally recognized leader in the design, development, and deployment of Enterprise Wide Lean Transformations.

As an established executive at companies such as The Hon Company and Danaher Corporation, John learned, under the guidance of Toyota retired executives as a General Manager and Vice President of Operations, the key principles to implementing Lean while running multiple operations across the US. Since 1998, John Kim has served as Chief Operating Officer and/or President for two major U.S. based consulting practices specializing in the deployment of “Lean” in government, manufacturing, service, healthcare, and banking.

John has spent the last 17+ years in executive consulting specifically helping organizations achieve breakthrough (10-50%) levels of improvement in access (capacity), revenue, growth, cost and quality to impact the income statement and balance sheet alike. Following the simple mantra of “*align, enable, & improve*” and using both traditional and proprietary\* *Lean* techniques, principles, & methodologies has been the key to success in sectors.

Throughout the years, John has become a widely recognized speaker on Lean Leadership, Lean Healthcare, and Lean Transformations

## Nicole M. Lugli



Director, Office of Planning and Program Development,  
CT Dept. of Energy and Environmental Protection  
[nicole.lugli@ct.gov](mailto:nicole.lugli@ct.gov)

As Director of the Office of Planning and Program Development at CT DEEP, Nicole Lugli is responsible for coordinating policy regarding enforcement of environmental protection laws, promoting multimedia enforcement practices, and serving as liaison to the United States Environmental Protection Agency in matters relating to enforcement and compliance assurance. She has worked with DEEP for over 20 years.

For the majority of her DEEP career, she has had a leadership role within the Commissioner’s Office in coordinating the Department’s strategic planning, policy, and program development, as well as the permitting, assistance, and enforcement programs.

For the past five years, Nicole has also been the Agency Lean Coordinator and is the Agency representative on the Statewide Process Improvement Steering Committee — focusing on interagency process improvement opportunities.

Ms. Lugli holds a law degree from the University of Connecticut and is admitted to the Connecticut Bar.



# PRESENTERS

## Norbert Majerus



Lean Champion & Author  
The Goodyear Tire & Rubber Company

### Workshop: Lean-Driven Innovation

This past April, Norbert Majerus was awarded the Shingo Institute's highly prized Shingo Research and Professional Publication Award for his book, "Lean-Driven Innovation: Powering Product Development at the Goodyear Tire & Rubber Company".

The prize was created to "recognize writing that has had a significant impact and advanced the body of knowledge regarding operational excellence...recognizing thought leadership." His book deals with Goodyear's and his journey to apply lean principles in an R&D setting and how these lean principles transformed product development operation.

Norbert is Goodyear's lean champion in research and development. Beginning in 2005, he implemented a principles-based lean product development process at the three global innovation centers of The Goodyear Tire & Rubber Company, first in Akron, Ohio, and then in Colmar-Berg, Luxembourg and Hanau, Germany. Goodyear's research and development (R&D) had not been performing up to its full potential: the R&D organization developed high-quality tires, but the projects were not always successful. Goodyear embarked on a major initiative to transform its innovation creation processes by learning, understanding, and applying lean product development principles. Within five years, Goodyear saw its product development cycle times slashed by 70 percent, on-time delivery performance rise close to 100 percent, and throughput improve three-fold – all with no increase in the R&D budget.

For more than a decade, Norbert has been Goodyear's lean champion in research and development. Norbert, born and raised in Luxembourg, began his career at Goodyear in 1979 with responsibility for materials development, aircraft tires, and competitor benchmarking. In 1983, he moved to Akron to start a "short assignment" in innovative products, which continues to this day. During that time, he was a recipient of discretionary funding for a revolutionary new product and manufacturing process, and he earned more than 60 patents and trade secrets). Further assignments in Akron have included innovative processes; new tire development and project manager for North American, Asian, and European OEM customers; corporate benchmarking; design and test standards; activity-based R&D accounting; ISO/QS certification; and more.

Majerus acquired a Six Sigma master black belt in 2003 and a Lean Master Black Belt in 2005. He holds a master's degree in chemistry from the Universitaet des Saarlandes, Saarbruecken, Germany.



# PRESENTERS

## Nina McCarthy



Lieutenant, Fire Prevention and Investigation, City of Fredericton, Canada  
Process Improvement Facilitator, Innovation, Improvement, and Technology  
Nina.mccarthy@fredericton.ca

Workshop: Implementing Daily Management -- An Introduction and Workshop

Nina McCarthy is a Black Belt in Lean Six Sigma with the City of Fredericton, New Brunswick, Canada and is currently seconded to the Innovation, Improvement and Technology Division as a process improvement facilitator.

Her primary work is with the Fredericton Fire Department where she is a Lieutenant with the Fire Prevention and Investigation Division. She has been with the City for 17 years and prior to working as an investigator, spent six years as a firefighter in the Suppression Division.

She has a BA in Criminology and is currently working on her MPhil in Policy Studies.

# The Essential Lean

## Kate McGovern, MPA, Ph.D.



Lean Trainer, Daniel Penn Associates, LLC  
Lean Trainer & Facilitator, State of New Hampshire Bureau of Education & Training (BET)

Learning Session: A Road Map to Your Sustainable Lean Journey

In addition to having served as its Bureau Chief, Kate McGovern has been a Lean trainer and facilitator for the State of New Hampshire's Bureau of Education & Training (BET) since 2009.

She recently joined Daniel Penn Associates on a Lean training program with the State of Vermont's Agency of Transportation. She is also a member of the State of New Hampshire's Lean Executive Committee and an adjunct instructor at Springfield College.

In 2009, Kate was inspired by Lean courses taught for BET by Maine's Sam McKeeman, and she worked with (then) BET Bureau Chief Dennis Martino to design a series of Lean classes. When Kate then served as BET Bureau Chief, BET launched a series of Lean training programs including Yellow, Green and Black Belt programs. Its Black Belt program, originally designed by former BET Professor Michael Moranti, has graduates from a range of state agencies as well as the university system and non-profit organizations. Since her retirement as Bureau Chief, Kate continues to conduct training in the New Hampshire Yellow, Green, and Black Belt programs, as well as facilitating Lean projects for BET.

Kate is a graduate of the University of Hartford and Fielding Graduate University.



# PRESENTERS

## Isaac B. Mitchell



Director, Continuous Improvement,  
East Tennessee Children's Hospital  
IBMitchell@etch.com  
www.isaacbmitchell.com

Learning Session: Delivering Ideal Care through Team Engagement in Lean

Isaac Mitchell has over thirteen years' experience driving change utilizing Lean methodology in organizations ranging from automotive manufacturing, fiberglass boat production, machining job shops, and healthcare systems. His passion and focus is on training and implementing Lean techniques that transform work cultures to improve healthcare processes and outcomes for patients and providers.

He is a full-time Lean practitioner at East Tennessee Children's Hospital, a lecturer at the University of Tennessee's Department of Industrial and Systems Engineering, and an instructor for the Institute of Industrial Engineers.

He holds a Master of Business Administration from Xavier University and Bachelor of Science in Industrial Engineering from The University of Tennessee. He also holds a Lean Six Sigma Black Belt certification through the Institute of Industrial Engineers, as well as a Project Management Professional (PMP)<sup>®</sup> certification through the Project Management Institute.



## Daniel Pfenndt



Advanced Manufacturing Engineer,  
New Product Transition, IDEXX Laboratories  
Daniel-pfenndt@idexx.com

Workshop: Creating a Lean Culture

Dan is an Advanced Manufacturing Engineer on the New Product Transition team at IDEXX Laboratories in Westbrook, Maine.

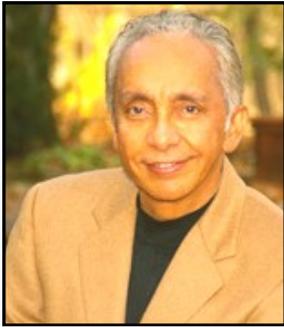
In this role, he is a conduit between Research & Development and Operations to ensure the feasibility and viability of product design and that a robust manufacturing process is delivered to the Operations group. The Transition team recently launched the Catalyst One instrument. Dan is currently working on the reagent consumable manufacturing process.

He is Lean Bronze certified by the Society of Manufacturing Engineers (SME).



# PRESENTERS

## Antonio (Tony) Rodriguez



President, Daniel Penn Associates, LLC

Contact:

Learning Session: A Road Map to Your Sustainable Lean Journey

Antonio (Tony) Rodriguez, CMC, president of Daniel Penn Associates, is a certified management consultant with 35 years of experience in furthering collaboration and progressive thinking to bring about effective change and organizational transformation.

With expertise in facilitation and team development, Lean Six Sigma, re-engineering and supply chain optimization, supplier diversity, strategic sourcing, asset management and productivity improvement, he has successfully directed projects for large and medium size entities, both public and private, national and international. His far-reaching experience and knowledge has saved clients millions of dollars by improving their organizational effectiveness, productivity, customer responsiveness, quality, and labor management.

As president, Rodriguez oversees all the firm's activities (sales and marketing, operations, financial management and administration). With his project teams, he helps guide clients' change management through continuous improvement methods, cost reduction strategies, performance measures and professional development.

His credentials and professional education/training include:

- CMC Accreditation, the highest accreditation in management consulting granted by the Institute of Management Consultants,
- Dartmouth College, Tuck School of Business: MBE Executive Management Program,
- BA, Political Science, University of New Hampshire, and
- Dale Carnegie Sales Courses

In addition to authoring publications and conducting presentations, he is also a member the Institute of Management Consultants and the Minority Business Enterprise Input Committee, New England Minority Supplier Development Council, Inc., as well as a past Board of Directors member of West Hartford Community Television and Greater Hartford YMCA.



# PRESENTERS

## Maryanne Ross



Trainer and Consultant  
Mental Apparel  
Maryanneross36@gmail.com

Learning Session: How to 5S your Leadership Skills

Maryanne Ross, APICS Maine Chapter President, author, speaker, consultant, and life-long advocate for APICS and Lean Principles has uncovered startling evidence about the connection between out-of-balance lifestyles and the rampant rise in corporate (and personal) health care costs.

According to research by Integrative Nutrition, The Huffington Post and other researchers, corporations are spending over **2 trillion** dollars a year on healthcare costs, but only 2% of that is spent on prevention! Some researchers put the number higher and cite “presenteeism” (employees who report to work, but are too sick to perform their duties properly) as being more costly than absenteeism. The root cause of these rising costs is the poor lifestyle choices being made by our workforce. Almost 67% of US adults are overweight or obese. Over 29 million Americans are diabetic. These two factors alone lead to chronic and often fatal diseases such as heart disease, stroke, and certain cancers. And it is predicted to get worse. Researchers also predict a 42 percent increase in chronic disease cases by 2023, adding \$4.2 trillion in treatment costs and lost economic output. Much of this cost is preventable, since many chronic conditions are linked back to unhealthy lifestyle choices.

The shift to a healthier, more productive workplace will only come about when our leaders learn to manage themselves and model balanced behavior for others. Think of this program as a Lean Leadership program because it embodies all the principles of Lean from elimination of waste to empowerment and engagement of the workforce.

Maryanne has taken her decades of working with corporations to implement Lean and other best business practices and blended that knowledge with principles that she’s personally learned from Jack Canfield, (co-author of Chicken Soup for the Soul and The Success Principles), to create this Lean Leadership and Life Balancing Program.



# PRESENTERS

## Pam Vecellio



Partner, Continual Impact, LLC  
pam.vecellio@continualimpact.com  
www.continualimpact.com

Workshop: Creating Improvement Focus: Finding the Opportunities and Aligning the Organization

Learning Session: People + Kaizen = More, Better & Faster

As a partner of Continual Impact, Pam has been key to its founding basic premise—to help others achieve sustainable performance, beyond what is thought possible, by unlocking the limitless capacity of an organization’s most valued resource – its people.

She and the rest of her colleagues have spent the majority of their careers in pursuit of learning, applying, and teaching principles and methods used to create high performance continual improvement

She has had extensive improvement experience, including –

- Continuous Improvement Manager and Six Sigma Black belt for a Fortune 200 company.
  - ◇ Project manager for creation of an integrated continuous improvement model including Lean Enterprise, Six Sigma, and other critical elements such as learning, leadership, and people involvement.
  - ◇ Responsibility for deploying the improvement model including developing training materials and teaching others.
  - ◇ Coached and mentors businesses and enabling functions leaders and improvement champions in the application of the model including organization analysis, creating improvement plans, and delivering benefits in Human Resources, Procurement, Environmental Health and Safety, Facilities and Property Management, and Home Healthcare.
  - ◇ Regional Director of Reimbursement, Order to Cash Process Manager, and District Manager, Home Healthcare
  - ◇ Led a key improvement project (across 67 locations) resulting in significant days sales outstanding (DSO) improvement, increased customer and employee satisfaction through applying value stream mapping, process mapping, Kaizen and flow to the ordering, billing, and collections processes.
- Supply Chain Planner (Industrial Chemicals), Billing Manager (Home Healthcare), Project Manager (small and large projects including IT system installation), and Business Manager (Gaseous Hydrogen)
  - ◇ Led people engagement and business improvement.

Pam holds a Bachelor of Science degree in Quantitative Business Analysis from The Pennsylvania State University and has authored many publications.



# THE PLANNING TEAM

This seventh annual Summit continues a journey the Continuous Improvement Lean Collaborative (CILC) began over eight years ago.

As you know, any continuous improvement journey is, fundamentally, about learning and about sharing and valuing each others' experiences, ideas, and knowledge — key to achieving excellence in our work.

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

It is, above all, an extraordinary forum for sharing our passion for excellence.

As members of the Collaborative's Summit Planning Team, it is our profound hope 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 workplace and your own work.

We ask that you stay in touch and that you join us in collaborative and innovative continuous improvement efforts, as well as in planning the next Lean Systems Summit.

## CILC 2016 SUMMIT PLANNING TEAM

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## **Lean Systems Summit**

*Where Government,  
Services, and Manufacturing  
Meet*

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



*Exploring  
the  
Future  
State  
Together*

