



# 2018 LEAN SYSTEMS SUMMIT

*Where Government, Services,  
and Manufacturing Meet*

AUGUST 9 - 10  
2018

Holiday Inn by the Bay  
88 Spring Street  
Portland, Maine

# Continuous Improvement Lean Collaborative (CILC)



The Continuous Improvement Lean Collaborative (CILC) is a not-for-profit, multi-state network of public and private individuals, organizations, and companies who together promote continuous improvement in business, government, and services.

Its goal is to provide opportunities for business, government, and service 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 and Planning Team have included representatives of Maine Manufacturing Extension Partnership; Jotul North

America; governments of Maine, Connecticut, New Hampshire, and New Brunswick CA; Lonza Rockland; the Town of Durham, New Hampshire; IDEXX Laboratories, Inc.; Infinite Services, Inc.; Lean Capitol LLC,; Lean Enterprise Institute; AME; 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 learn from and collaborate with others.

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

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

## Pre-Summit Workshops

Thursday  
August 9

## Networking Gathering

Thursday  
Evening  
August 9

## Summit Keynotes & Learning Sessions

Friday  
August 10

### 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 continuous improvement Lean leaders and innovators possible.*



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

**Geiger Group**

<https://www.geiger.com/>



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**Greater Boston**

**Manufacturing Partnership**

<http://www.gbmp.org/>

**DownEast Magazine**

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THE MAGAZINE of MAINE  
**DownEast**

**Lean Leadership & Management**



# HOSTS

**Continuous Improvement  
Lean Collaborative**



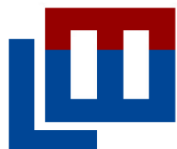
**Maine Department of Labor**

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**Connecticut Department of Labor**

**Value Innovation Partners**



**Lean Capitol**

**Lean Enterprise Institute**



## SUMMIT MODERATOR

### Anne Frewin

Senior Lean Operations Manager, IDEXX Laboratories



In early 2017, Anne joined the IDEXX Operational Excellence team as the Lean Six Sigma Leader supporting Operations and Corporate divisions. She taught over 200 leaders how to integrate a Lean culture into their teams & led Rapid Improvement Events (RIEs), with 24+ team Gemba boards implemented & 3 new Lean Leaders identified to support their Lean journey. By early 2018, 5 defined Lean Leaders were imbedded at the local level & many informal Lean leaders implementing Lean concepts with their teams, which meet daily to review process metrics, identify waste, and implement changes to reduce waste & increase capacity.

In early 2018, Anne became IDEXX Sr. Lean Operations Manager, overseeing 6 Lean Leaders across the country, working with front-line teams in the reference labs to instill a culture of continuous improvement & employee engagement. After attending a 3 day *boot camp* focusing on Lean culture, lab leaders return to their labs accompanied by a Lean Leader. Over the next 12 weeks, the Lean Leaders work side by side with the teams & leadership on implementing team Gemba Boards and leading RIEs to embed a Lean culture of continuous improvement, respect for individuals, and reflection into the labs. Her focus continues to be on training, coaching, and mentoring. Anne has been involved with improving processes in organizations since 2009 when she was the Sr. Financial Analyst at Central Maine Healthcare. Anne's initial improvement role at CMHC was to help teams identify & track metrics to show success in their improvement efforts. In 2012 she became CMHC's Director of Process Improvement. The PI team led a required leadership course for all managers, teaching how to incorporate Lean tools & concepts into their daily work to reduce waste and improve efficiencies. Some of the successes included reducing late start percentages in the cardiology dept. from 72% late starts to under 10%, reducing patient no-show rates in the Residency from 35% to 19%. These improvements were all done directly by the teams, coached by one of the Lean coaches. Team members gained exposure to Lean and improved their own capabilities to be Lean thinkers.

She has a Master's in Organizational Leadership, St. Mary's University of Minnesota & a Master's in Healthcare Administration, University of Minnesota.



## SPEAKERS

### Opening Keynote Speaker

#### Raye Wentworth

Plant General Manager, New Balance Athletics, Inc., Skowhegan



Raye Wentworth has been with New Balance for 34 years, 19 of those in finance and 15 in manufacturing. She is responsible for managing the fast-moving, high-tech manufacturing facility in Skowhegan, Maine, which employs approximately 300 associates and produces over 700K pairs of shoes per year. These products are hand crafted through cutting, stitching, assembling and final packaging to consumers. The Skowhegan facility is home to the Lifestyle product.

Wentworth has great passion in supporting domestic manufacturing and the exciting initiatives that are taking place in the United States around growing Made in the USA! In her role as plant general manager, Wentworth started her Lean journey in 2004 and her passion is coaching and mentoring associates, as well as working with them to implement Lean manufacturing and TPS to identify the value of processes and eliminate steps that don't add value. Her Lean journey has resulted in many success stories, one of them being the ability to make a pair of shoes in two hours, compared to eight days in 2004.

Wentworth is extremely proud to work for New Balance – a company that has stayed committed to domestic manufacturing and its products that are Made in the USA. New Balance is the only shoe company that makes shoes in the USA. Equally important has been the dedication New Balance has to its associates and supporting communities.



## SPEAKERS

### Mid-Day Keynote Speaker

#### **Ron Pereira**

Co-Founder and Partner, Gemba Academy



Ron Pereira is a co-founder and partner of the widely and well-known Gemba Academy. The Gemba Academy is the foremost provider of HD -quality online Lean enterprise, Lean manufacturing, and six sigma training with over 1000 video modules, increasing monthly. Its unique "unlimited training for everyone at one site for one price" subscription model allows organizations over any size to access world class learning.

The Gemba Academy Learning System is designed for organizations that wish to track individual learning progress through their Lean and six sigma training. The Learning System includes all of the content in the School of Lean, School of Six Sigma, and Gemba Academy Live!

Ron Pereira has more than 15 years experience in various manufacturing, supply chain, and senior leadership roles. He has held the titles of process engineer, engineering manager, master black belt, and director of manufacturing & continuous improvement.

In 2002 Ron was the first American to win the Nokia Global Six Sigma and Overall Quality award in Helsinki, Finland. He also launched the popular LSS Academy blog which has since been rebranded and serves as Gemba Academy's blog.

Ron holds a bachelors degree in automated manufacturing and an MBA in technology management.



## SPEAKERS

### Closing Keynote Speaker

#### Kevin D. Hancock

President & CEO of Hancock Lumber Company



Kevin Hancock is the CEO of one of the oldest family businesses in America. Established in 1848 and led by over 500 employees. Hancock Lumber owns timberlands and operates sawmills, retail stores, and a truss plant in Maine.

Kevin offers a fresh perspective and thought-provoking twist on traditional Lean in the business world: *The Higher Calling of Lean*. He will discuss his leadership journey and insights on efficiency gains as means not for more hours to get more work done but in putting work back in its place. Efficiency gains are necessary, but not to fill the hours with

more work—the real goal is to engage all employees and create capacity to have a better work-life balance. Since the implementation of this new leadership path, Hancock Lumber has put up record-breaking numbers in all areas of their business, all while reducing the average work week and increasing individuals' pay thru performance plans that measure and value accuracy and efficiency over hours clocked. Everyone will find a way to benefit from this thinking of work as important, but not all consuming, which is applicable to all industries, organizations, and humans.

Kevin is a recipient of the Ed Muskie Access to Justice Award, the Habitat for Humanity "Spirit of Humanity" Award, the Boy Scouts of America "Distinguished Citizen Award", and Timber Processing magazine's Person of the Year award. Kevin is an advocate of strengthening the voices of others – within a company or a community – through listening, empowerment, and shared leadership. He is a graduate of Bowdoin College and a frequent visitor to the Pine Ridge Indian Reservation in South Dakota.

In 2015, Kevin published his first book about his experiences with the Oglala Sioux Tribe, titled Not for Sale: Finding Center in the Land of Crazy Horse, which won four national book awards.





# PRE-SUMMIT AGENDA

Thursday, August 9, 2018

7:00am - 8:00am	<b>Registration &amp; Continental Breakfast.</b> (There will also be a mid-morning break with refreshed drinks and a mid-afternoon break with drinks and “nibbles” to boost your energy!)				
<i>Room</i>	<i>Somerset</i>	<i>Oxford</i>	<i>Kennebec— Lincoln</i>	<i>York</i>	<i>Cumberland</i>
8:00am - Noon	PS-AD1 Coaching Those Who Are Not On Board, In Denial or “Addicted to the Status Quo” and Actively or Passively Resisting Change (Cont’d below)	PS-AD2 Lean 101 for Services – Simulation (including government, education, service orgs, retail, and support functions in any organization) (Cont’d below)	PS-AD3 Improving Flow and Reducing Risk Through Utilization of Lean Six Sigma Tools  (Continued below)	PS-AD4 a Measuring to Succeed  <u>Session 1:</u> Why measure and what to measure  <u>Session 2:</u> How to measure for more effective decision-making and goal-setting	PS-HD1 Introduction to Total Productive Maintenance
Noon - 1:00pm	<b>Lunch</b> (is provided and includes a variety of choices for entrees, salads, desserts, etc.)				
1:00pm - 5:00pm	PS-AD1 (Cont’d) Coaching Those Who Are Not On Board, In Denial or “Addicted to the Status Quo” and Actively or Passively Resisting Change	PS-AD2 (Cont’d) Lean 101 for Services – Simulation (including government, education, service orgs, retail, and support functions in any organization)	PS-AD3 (Cont’d) Improving Flow and Reducing Risk Through Utilization of Lean Six Sigma Tools	PS-AD4 b Measuring to Succeed  <u>Session 3:</u> Building and using tiered visual management systems  <u>Session 4:</u> Measuring for leader development & high-speed problem solving	
5:00pm	<b>See you at the networking gathering immediately after these sessions -- and tomorrow at the Summit !</b>				

## Thursday 5PM Networking Get-Together

Holiday Inn by the Bay, Portland, Maine

The Thursday early evening get-together is a casual, small gathering at the Inn by the Bay and is open to any Discover, Summit or Pre-Summit registrant. It will start around 5pm, though any time you can get there is fine. Since some of the Speakers/Presenters arrive early for the Summit, it will also be a good opportunity to chat with them, as well as other participants. It is a cash bar, but plentiful and filling appetizers/hors-d’oeuvres will be provided.

Last year’s was great fun, meeting and talking with the other participants. Afterward, you might decide to break off into small groups and stay at the Inn by the Bay or go off for a late stroll or dinner at any of Portland’s many other renowned restaurants.



# SUMMIT AGENDA

Friday, August 10, 2018

7:00AM-8:00AM	<b>Registration, Networking, Continental Breakfast</b>				
8:00AM-8:15AM	<b>Welcome: Anne Frewin, Senior Lean Operations Manager, IDEXX Laboratories</b>				
8:15AM-9:00AM	<b>Opening Keynote: Raye Wentworth, Plant General Manager, New Balance Athletics</b>				
9:00AM-9:15AM	<i>Transition to Learning Sessions</i>				
<i>Room</i>	<i>Cumberland</i>	<i>York</i>	<i>Somerset</i>	<i>Oxford</i>	<i>Kennebec-Lincolnt</i>
9:15AM-10:30AM	<b>A1: Improving Organizational Performance and Engaging Your Workforce through Strategy Deployment</b>	<b>A2: The Real Cost of Poor Quality – It’s more than re-work and scrap</b>	<b>A3: Creating Lean Leaders in a Virtual Environment: The Work of One Wide-Spread Federal Agency</b>	<b>A4: Underwater or staying afloat? How to Engage a Drowning Team</b>	<b>A5: LEAN – It’s for Everyone !</b>
10:30AM-10:45AM	<i>Break - Change Learning Sessions</i>				
10:45AM-Noon	<b>B1: Engage your non-production employees in your continuous improvement journey</b>	<b>B2: Managing People in a Lean Transformation</b>	<b>B3: Building a Psychologically Safe Environment that Promotes Learning &amp; Productivity</b>	<b>B4: Joy at Work: Energize Your Engagement in Operational Excellence!</b>	<b>B5: Developing a Lean Culture</b>
Noon-1:00PM	<b>Lunch</b> (provided)				
1:00PM-1:45PM	<b>Mid-Day Keynote: Ron Pereira, Co-Founder &amp; President, Gemba Academy</b>				
1:45PM-2:00PM	<i>Break - Transition to Learning Sessions</i>				
2:00PM-3:15PM	<b>C1: 7 Steps to Organizational Zen</b>	<b>C2: Value Stream Mapping for the Office</b>	<b>C3: Lean System for Managing – The glue that holds it all together</b>	<b>C4: Advancing Healthcare Value through Optimized Inventory and Supply Management</b>	<b>C5: Breaking Through Conceptual Blind Spots to Process Improvement</b>
3:15PM-3:30PM	<i>Break - Refreshments</i>				
3:30PM-4:15PM	<b>Closing Keynote: Kevin Hancock, President &amp; CEO, Hancock Lumber</b>				
4:15PM-4:30PM	<b>Wrap-Up -- Next Steps</b>				
<i>See you again next year on August 8 &amp; 9, 2019 !</i>					

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



# WORKSHOPS

## PS-AD1: Coaching Those Who Are Not On Board, In Denial, or “Addicted to the Status Quo” and Actively or Passively Resisting Change

Ron Oslin, Chief Executive Officer, AML Sentinel Corporation

Many coaches and leaders are frustrated with the progress of their transformation. They find their people are complying and doing as told vs. engaging and experimenting. This workshop teaches leaders and coaches how to get more than just people’s hands engaged—how to get people’s hearts and minds engaged so they become advocates for change.

Participants will cycle through learn-do-practice . You will learn how to effectively meet another person (leader or associate) where they are and assist the person work through the stages of change so that they may become an advocate of the change. Participants will work in dyads and triads all day. You will practice real conversations in practice. Not role play, all practice conversations are about real events in the participants’ lives.

You will learn --

- How to assist a person get on board with the change.
- How break down active and passive resistance to change.
- How get beyond compliance behavior and get the engagement of the hearts and minds of your associates and leaders.
- How to recognize what stage of change a person is in & how to meet them where they are.

## PS-AD2 Lean 101 for Services – Simulation (Gov’t/Ed/Support/Ret./etc.)

Maria Elena Stopher, nt, Ultimate Lean, Inc.

Darlene Dumont, DBA, Public Service Program Director, Lean Enterprise Institute

Geared to government, education, service orgs, retail, media, and support functions in any organization, this workshop is an experiential hands-on learning for you to learn or refine your understanding of essential Lean principles in a real-life way. You will be able to directly relate these to your own working environment--to your systems, processes, and leadership behaviors.

It represents what these Lean management systems, processes and leadership behaviors look like in a service/support work environment, across diverse types of functions, fields, and sectors.

You will experience the transformation from batch, chaotic traditional thinking and processing to an environment where leaders and employees go home enriched and fulfilled by aligning their work to strategic priorities and winning with customers.

The concepts you will learn include--

- |                       |                       |                     |
|-----------------------|-----------------------|---------------------|
| — Strategy Deployment | -- Leader Behaviors   | -- Standard Work    |
| — Lean Fundamentals   | -- Pull               | -- Mistake Proofing |
| — Customer Value      | — Balancing Work Load | — Flow              |

**IMPORTANT THINGS TO KNOW**



# WORKSHOPS

## PS-AD3 Improving Flow and Reducing Risk Through Utilization of Lean Six Sigma Tools

Robert Cameron, Senior Consultant, Lean East  
Steven A. Musica, President, Lean East

Every day processes fail to produce the intended results. The consequences of those failures can range from a minor annoyance, inconvenience, and rework to catastrophic customer, employee, and business losses, including injuries and death.

This interactive workshop will focus on creating a team understanding of the process, wastes, constraints, and potential failures at each step and how to assess and address the risks. The probability and severity of those failures and the existing likelihood that those failures would be detected or prevented before they create a larger problem will be examined.

It will ask, “What can be done to improve the process flow and address those potential failure areas that are of the most concern but do not seem to currently have adequate risk mitigation in place?” and examine the flow improvement and risk mitigation that will improve safety and overall efficiency and effectiveness in any organization.

The workshop will look at some simple process flow and mistake proofing concepts that can be used by any team to reduce the likelihood of failure and improve the overall efficiency and effectiveness of the process.

Using a combination of presentation and interactive learning, the key concepts that will be taught and practiced are basic process mapping, Failure Mode Effects Analysis (FMEA), Root Cause Analysis, types of variation, and mistake proofing (Poka-Yoke). Upon completion of a simulation, you will create a process map, identify wastes and constraints, and conduct Root Cause Analysis. This will be followed by a demonstration of how to conduct a FMEA to identify the high-risk steps and develop some countermeasures using Poka-Yoke concepts. Subsequent runs of the simulation will be done to incorporate and assess the improvements.



# 6σ



# WORKSHOPS

## PS-AD4 Series a & b: Lean Measures & Measurement Management

David S. Veech, Senior Lecturer, The Ohio State University, Fisher College of Business

### Morning PS-AD4a

Session 1: Why measure and what to measure (KPIs)

Session 2: How to measure for more effective decision-making and goal-setting

### Afternoon PS-AD4b

Session 3: Building and using tiered visual management systems

Session 4: Measuring for leader development & high-speed problem solving

This workshop was designed so each session can stand-alone so that participants can come for any one of them, or all of them, or any combination in between. As you will note, they are progressive and meant to flow naturally one to the other throughout the day, building upon each other and deepening and broadening your knowledge.

**Session 1: Why measure and what to measure:** In this session we will discuss a few overarching principles about Lean, improvement, and culture change that are enabled by effective measurement systems and what kinds of performance measures tend to be most useful in a variety of work settings.

**Session 2: How to measure for more effective decision-making and goal-setting:** In this session we will discuss specific metrics and algorithms and how they relate to an organization's strategic priorities.

**Session 3: Building and using tiered visual management systems:** In this session, we will focus on how to display different measures for different levels of the organization to achieve line of sight at each level toward a designated true north.

**Session 4: Measuring for leader development and high-speed problem solving:** In this session, we focus on developing leadership skills through an effective measurement system, tying together visual management, huddles, leader standardized work, gemba walks, and coaching.

Ideally, each session participant will be interested in learning how to implement a Lean culture, learning about Lean tools, and in starting out small so as to avoid overwhelming colleagues.

You will receive a .pdf with full-size slides you can use to help build your systems back at work.



# WORKSHOPS

## PS-HD1 Introduction to Total Productive Maintenance – Lean for Your Machines

John Perrotti, III, CMRP, Vice-President, Fuss & O'Neill Manufacturing Solutions

Total Productive Maintenance is one of the Lean tools used as part of your continuous improvement efforts. Implementing TPM is working with the operators of your machines to develop a comprehensive asset maintenance strategy.

You will be introduced to Total Productive Maintenance (TPM) as a system that will help you put a plan together. We introduce TPM concepts and show creative solutions and best practices from other teams/industries. You will be introduced to a phased process which is a step by step plan to take your maintenance group and production equipment to the next level of operation. These are do-able, bite size steps that will move your maintenance group forward while increasing the production output of your machines.

You will leave with an understanding of Total Productive Maintenance.

### SPECIFIC LEARNING OBJECTIVES:

- The 4 phases to zero equipment stoppages and new tools, such as Overall Equipment Effectiveness (OEE) that you can use as part of your improvement efforts.
- Identify two main causes for 80 % of equipment failures
- Evaluate equipment 5'S and understanding how 5'S ties directly into improved quality, set-up reduction, mistake proofing, etc.
- Analyze equipment condition
- Perform Overall Equipment Effectiveness (OEE) observations to baseline the effectiveness (capacity) of your equipment
- Strategically driving up the OEE% (capacity)
- Analyze equipment failure history
- Clean & inspect, and how they go hand-in-hand
- Calibrate eyes to locate safety issues/problems
- Develop countermeasures against contamination
- Develop countermeasures to make equipment more accessible
- Enhance Preventive Maintenance (quicker and more effective)
- Value measurements: temperature, sound levels, ultrasound, infrared, air speed, etc.



# LEARNING SESSIONS

## A1 Improving Organizational Performance and Engaging Your Workforce through Strategy Deployment

Michelle Gallitto, Strategy Deployment Director, Martin's Point Health Care

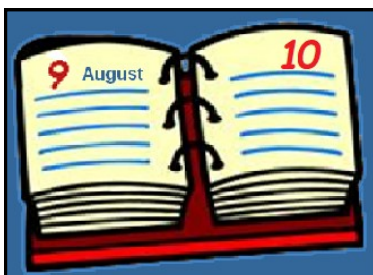
Most people come to work every day with the best intentions of having a positive impact on their work, their organization, and the world around them. Yet, what if they can't measure their impact? What if it is not clear how their work drives the organization's strategy? And what does this mean for your employees' engagement and organizational performance?

Strategy Deployment is the act of translating an organization's strategy into day-to-day actions at all levels to measurable drive toward the organization's goals and mission. It is foundational to implementing a Lean management system. Specific strategic benefits include enhanced organizational focus, learning about the key drivers of organizational performance, increased employee confidence and engagement, aligned organizational planning efforts and incentives, leader standard work, and improved results.

This session will share highlights of the Strategy Deployment journey at Martin's Point Health Care, including how it engaged people at all levels—from the Board to front-line employees—to translate strategy into goals and actions across the organization. The tools and processes used will be noted, and the critical role Strategy Deployment has played in building the Martin's Point Management System. This has had a remarkable, positive impact on employee experience, organizational performance, the ability to meet strategic goals, and the value the workforce was able to provide to patients, members, and community.

Regardless of where you are in your Lean journey, the aim of this session is to provide new insights into how you can create clearer focus and align efforts in your organization to foster engagement, improve organizational performance, and have a greater impact.

This session will provide you with value and insights based on these experiences, regardless of where you are in your Lean journeys or what kind of organization you work in. Attendees who may be considering Strategy Deployment for the first time could benefit from hearing about our early stages and getting a sense of what the longer-term vision could be, while participants who are more seasoned with regard to Strategy Deployment can learn new angles, perspectives, or tools to enhance their current process.



# LEARNING SESSIONS

## A2 The Real Cost of Poor Quality - It's more than rework and scrap

Robert Burke, Managing Partner/COO, Value Innovation Partners

Experts have estimated that Cost of Poor Quality (COPQ) typically amounts to 15-40% of gross sales for manufacturing and service companies. Independent studies reveal that the Cost of Poor Quality is costing companies millions of dollars each year and its reduction can transform marginally successful companies into profitable ones.

Yet most executives believe that their company's Cost of Poor Quality is less than 5%, or they just do not know what it is. All levels of executives recognize that quality is an absolute necessity to survive and succeed in today's business environment.

As the economy continues to challenge every business owner in North America, many business managers and owners are turning to the development and implementation of an internal system designed to reduce cost and improve profitability. ICS has developed a cost of quality process that will help organizations stop producing waste and eliminate non value-added costs that will improve the bottom line.

Most businesses do not know what their quality costs are because they do not keep reliable statistics. Finding and correcting mistakes consumes an inordinately large portion of available resources. However, typically, the cost to eliminate a failure in the customer phase is five times greater than it is at the development or manufacturing phase. Effective quality management decreases production costs because the sooner an error is found and corrected, the less costly it will be. Every time work is redone, the cost of quality increases. In short, any cost that would not have been expended if quality were perfect contributes to the cost of quality.

You will learn about—

- Total Quality prevention, appraisal, and failure costs
- Four main categories of COPQ
- Potential savings from reducing COPQ: Hard, Soft and Cost Avoidance.





# LEARNING SESSIONS

## A3 Creating Lean Leaders in a Virtual Environment: The Work of One Wide-Spread Federal Agency

Stephanie Magill, Field Operational Lean Lead, CMS/CMCHO

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

In a world where people are working virtually and geographically separated more and more, how do we develop Lean leaders and help them to create a culture of problem-solvers? This was a challenge for a federal agency that has 10 regional offices around the country and was asked to develop a culture of problem-solvers...virtually and without a travel budget.

If this is a situation that you can relate to or even if you are just curious and want to learn more, come to this Session and hear about what worked for us and what didn't so you can establish an approach that's right for you. We are all in this together!

Being able to engage staff and leaders on a regular basis is critical to the success of any Lean transformation. Being able to engage them virtually adds another layer of complexity that we are all trying to figure out and learn various approaches that can work best for our own cultures.

This session will describe the challenges the agency was faced with in addition to the approach that was used to be successful, together with a variety of lessons learned along the way. We will share the criteria for selecting the geographically separated "Lean leaders", together with the assessment tool used to create a gap closure plan and the approach to close the gap for the Lean leaders

You will learn—

- A developmental approach to Lean Thinking and Practice that can be utilized in a geographically-separated, virtual workforce.
- Several tools and techniques will be revealed to help you prepare and reflect upon an approach that can be tailored to meet your own environment needs.

## A4 Underwater or Staying Afloat? How to Engage a Drowning Team

Cameron Shuck, Senior Strategic Performance Advisor, Martin's Point Health Care

In an environment where many teams cannot or believe that they cannot dedicate time for improvement, Lean practitioners need to consider alternative approaches to day or week-long events.

This session will share a set of techniques and tools a Lean practitioner can use to engage a frustrated team and help them stay afloat rather than drown in frustration.

In this session, you will learn about (and share actual stories) –

- Getting buy-in.
- Techniques for engaging a workforce that cannot come off-line for Kaizen or improvement events.
- Techniques for seeing the 8 Wastes (Frustrations)
- Defining the problem and measuring it
- How best to define the problem, capture data and focus on the causes the team can impact
- Engaging a group without shutting down the line/work.



# LEARNING SESSIONS

## A5 LEAN – It's for Everyone !

David S. Veech, Senior Lecturer, Fisher College of Business, The Ohio State University  
CEO, D. Veech & Company, Inc.

If you, regardless of the type of organization you work in, are interested in learning how to work toward achieving operational excellence, then this is the session for you.

The world around us is changing at a rapid pace. Providing value for our clients and competition for customers and for resources requires that we think about understanding the gap between where we are and where we want to be.

Contrary to what some believe, Lean thinking isn't just for manufacturing, it can be used in virtually any organization. The time is now to learn about the ideas and tools useful in any sector to implement a Lean culture.

Operational Excellence is an approach that is used to continuously improve a process in any organization to eliminate waste and add value for the customer. This learning session will explain why operational excellence is important to an organization and how having such a focus does not only add value to the customer, but how it can improve efficiencies for the organization as well. As the concept of continuous improvement suggests, we concentrate on improving, sustaining and improving again.

In this session, we will discuss —

- How to effectively introduce Lean within an organization.
- The importance of showing respect and engaging employees by giving them a voice to make suggestions and to have a say in how the work could be performed.
- Why it is culturally important to understand a person's fear of change or the unknown.
- How you can address those fears, while embarking on a Lean journey.
- How to start with small wins in order to gain the trust of the employees.

In this session you will also learn about –

- Measuring is important to understanding the gap between current and desired state. We will discuss Leading vs. Lagging Metrics and why it is important to have Leading Indicators (if you can't measure a process, you can't fix it).
- Gemba: It is to "go and see" the work being done in order to understand the true process that is being looked at – we must never assume that we know how a job is performed.
- Contents of a Lean tool box and how the various tools can be used effectively.
- Creating an A3 and why it is so important to be able to tell your story and show how you closed the gap of moving from where you are to where you want to be.
- A better understanding of how to go about changing a culture – how to treat your employees with respect while showing them how moving forward could benefit their work life.

**Lean = Continuous Improvement  
People**



# LEARNING SESSIONS

## B1 Engage your Non-Production Employees in your Continuous Improvement Journey

Dan Fleming, Director of Consulting Services & Certified Shingo Institute Workshop Facilitator, Greater Boston Manufacturing Partnership (GBMP)

Using the principles and tools of Continuous Improvement, all employees have the knowledge to improve their job and processes. All can impact the ease and quality of their own work while eliminating waste and impacting their organization's bottom line and ultimate currency – whether it's measured in money, patient satisfaction, employee retention, or other KPIs.

In this session you will –

- Learn how to engage non-production employees - from HR and R&D to purchasing, customer service, and other departments - in utilizing the principles and tools of Lean.
- Learn how all functional areas of an organization – no matter whether it's a manufacturing, clinic, hospital, government, or other setting - can be improved once management and employees alike realize that waste exists in these processes too.
- Hear how organizations who employ kaizen for departments outside of production (the shop floor, the nurses) routinely improve their overall company's productivity two and sometimes even threefold!
- Discover how the tools of Lean apply to making improvements in an office environment, with specific examples and case studies.

## B2 Managing People in a Lean Transformation

Norbert Majerus, President, Productivity Innovation & Executive Partner, Productivity Inc.

The success of Lean initiatives comes not only from a better process but also from a better way of managing and leading the people in the process. This learning session shares the basic principles of people management, illustrated by experiences and examples from the Lean initiative at the Goodyear Innovation Centers (as described in *Lean-Driven Innovation*).

Many companies have successfully implemented Lean principles and tools needed to successfully transform their organizations. Unfortunately, principles and tools without establishing a Lean culture will frequently fail to deliver all that is possible. A Lean transformation requires new ways to manage people in a new Lean environment, which creates a collaborative, innovative culture.

This session focuses on the critical people skills observed at many successful Lean organizations, such as Toyota, with examples from real-life experiences and changes in Lean behaviors you can begin to model to lead a more successful Lean transformation and be a better influencer, manager, leader, and coach.

The session will focus on the following:

- What is different in a Lean operation? → Motivating and influencing associates.
- Required Lean leadership behaviors . → Engaging associates in the Lean transformation.
- Practices that support respect for people. → Acquisition and teaching of new Lean people skills.
- R&D management subjects, including people-centric Lean, motivation, people engagement, inside-out transformation, upside-down leadership, and respect for people, etc.



# LEARNING SESSIONS

## B3 Building a Psychologically Safe Environment that Promotes Learning & Productivity

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

Do you work in a psychologically unsafe environment in which any mistakes made result in the “blame game?” Are co-workers defensive? Do they hoard information, at the expense of others? Whether you answered “yes” to any of these questions, it’s important to understand the foundational effects this type of an environment can have on the ability for an organization to learn together and adapt to our ever-changing world we live in.

Many of us have worked in psychologically “toxic” environments at one time or another; this session will describe the signs to watch for, understanding the effects it has on the organizations ability to learn and grow, while also describing things we can do to improve it.

In this session, you will learn about behaviours that create a psychologically unsafe environment in any organization, the effects it has on an organization’s Lean culture, and what the fundamental risks are if these behaviours are not changed. We will use an assessment tool to help capture these qualitative behaviours in a quantitative way and set targets for how to make it better.

## B4 Joy at Work: Energize Your Engagement in Operational Excellence!

Abigail Am, Performance Improvement Specialist, Center for Performance Improvement, MaineHealth  
Joyce Mendoza, Performance Imp. Specialist, Center for Performance Improvement, MaineHealth  
Bridget Miller, Director of Operational Development and Strategic Alignment, Lincoln Health

Since 2013, the MaineHealth system has been rolling out a Lean daily management system across its 13 sites. One of the hardest things any organization faces is how to sustain engagement once an improvement system has been implemented. Keeping employees engaged in Operational Excellence poses its own unique set of challenges. Having faced this issue head-on, the presenters will share new ways they are bringing “Joy at Work” to their organization through innovative approaches to engagement.

To date, MaineHealth member organizations have employed a variety of methods for celebrating success and encouraging engagement – blog posts, newsletters, posters, awards, and member celebrations. Yet, the most recent results of survey data prompted a group of improvement specialists to focus on more compelling ways to celebrate wins and sustain engagement in process improvement. The presenters will share how they were inspired by Paul Akers’ book, *Two Second Lean*, to develop the Gemba Watch program as a new method for spreading this best practice across the organization.

You can expect to learn—

- How MaineHealth is boosting engagement in its Operational Excellence program to ensure its sustainability in the future, including: A system-wide celebration of KPI Teams and Advocates who have excelled in process improvement.
- The new methods the organization is using to enhance “Joy at Work” while still continually applying process improvement methodologies, including a new fellowship program designed to help managers reach the next level of engagement in Operational Excellence, with special focus placed on coaching strategies, strategic alignment, improvement tools and enhancing overall engagement.



# LEARNING SESSIONS

## B5 Developing a Lean Culture

Anne Frewin, Senior Lean Operations Manager, IDEXX Laboratories

Lean tools are great but they aren't sustainable without a Lean culture to support their use.

A Lean culture without tools creates enthusiasm but short-lived momentum. How do you develop culture? Everyone talks about it and we all know it is critical but can we change the culture of our organization? Yes you can.

At IDEXX we have found that by teaching culture up front and then introducing a couple of fundamental tools such as Gemba boards and Rapid Improvement Projects, we are able to affect the culture from the bottom up. Executive support is necessary for a successful culture change but the change isn't forced on the employees. The change is embraced and implemented by teams across the organization.

You will learn –

- how to focus on culture and how to use the tools to help drive a cultural change;
- how to educate leaders on a Lean Culture;
- how to use Gemba Boards to engage teams and develop a culture of continuous improvement;
- how to use Improvement Projects to spread the culture to other areas, breaking down silos along the way.

# Living Lean

## C1 7 Steps to Organizational Zen

Janie Downey Maxwell, Founder, Organizational Habits

Getting a lot done is different than doing great work. To do great work, you want to be efficient and effective, and you want to be truly engaged with what you're working on. Organizational Zen outlines 7 steps to help keep you engaged with whatever tasks you take on – from running efficient meetings, to understanding how habits drive you, to taking care of your health.

You'll learn 7 steps to help you be more organized, to be more efficient, and to truly connect with your work. The more connected you are with your work, the better your work will be. And the better your work is, the more joyous you'll be about bringing your best self to work each day. Each of the 7 steps starts with baby steps. By the end of the session, you should have at least 3 actionable ideas to help you step out in a new direction.

You will leave feeling organized, inspired, and motivated to take on new challenges. Organizational Zen focuses on the joy of doing your best work, and gives you simple tools to help you discover how and why you work the way you do.

Even for experienced LEAN practitioners, this offers personal insights to help you go to a deeper level to find efficiency and joy in your work.



# LEARNING SESSIONS

## C2 Value Stream Mapping for the Office

Jason Dix, Continuous Improvement Manager, Geiger Group

Value Stream Mapping is a skill frequently used in manufacturing to identify current and target conditions. This skill, while valuable, often gets overlooked in the office. It can be difficult to understand the process flow when your workers are mainly behind a computer and your primary material is information.

As we know direct observation in the gemba is critical to understanding. So how do you observe in an office environment and turn that into a value stream map? This session will provide instruction on how to observe office workers, identify with them the key components of a value stream map for the office, and work through common barriers that come with value stream mapping in the office. It will provide a better understanding of value stream mapping for the office and deliver tools specific to the office environment.

Value stream mapping in an office can be very different from manufacturing. The biggest shift is the material we use. In manufacturing the material changes from process to process, or machine to machine. In an office the main (often the only) material is information. Many people get confused with this since in manufacturing we are trying to sync the material flow with flow of information and production flow. In this session we will look at how to sync process flow using input, throughput, and output highlighting what information is getting processed and what information is driving the process.

## C3 Lean System for Managing – The glue that holds it all together

Robert Burke, Managing Partner & COO, Value Innovation Partners & President, AME-Northeast Region

This session outlines a systematic approach to provide the necessary input to ensure efficient economic operation of a business. Proper use of this tool will increase both the overall effectiveness of leaders and their ability to reach established goals & objectives on a daily basis.

Lean System For Managing provides the necessary level of control to achieve and sustain improvements while maintaining high productivity and high levels of quality. It is a tool for making sound business decisions based upon accurate information:

- Communicate corporate goals and objectives
- Organizational alignment process
- Visual / Execution control systems
- Barrier identification and removal process
- Key Performance Indicator development
- Reward and recognition system
- Provide immediate status of ongoing operations



As you will see, the benefits of this include -

- Makes problems visible for resolution
- Reduction in cycle time variability
- Improved and focused customer communication
- Management of work load with customer expectation as a paramount consideration
- Developed methodology with some standard components , customized by section or sector
- Drives proper use of metrics.
- Improved customer communications
- Increase in throughput
- Highlights capacity needs and inefficiencies



# LEARNING SESSIONS

## C4 Advancing Healthcare Value through Optimized Inventory and Supply Management

Suneela Nayak, Director of Operational Excellence, Maine Medical Center (MMC)

Catherine Palleschi, Nursing Director Coronary Intensive Care Unit & Cardiology Interventional Unit, MMC

Advancing Patient Safety is central to improving quality in healthcare. In high-tech care environments such as MMC's Coronary Care Unit, having the right supplies at the right time for the right patient is as essential as life support.

This learning session focuses on how MMC leveraged its Operational Excellence Program to concurrently improved customer satisfaction and reduced waste by optimizing inventory and supply management for its busy Coronary Critical Care Unit.

In partnership with Supply Chain & Materials Management, it deployed basic LEAN tools to help us gain deeper understanding of barriers and implement solutions that have led to sustainable improvement. Excitement builds every morning, when the Gemba Walk at MMC comes through to the Coronary Critical Care Unit, Materials Management Department, and over 100 additional departments at MMC. Our success has spread across multiple clinical care departments in our busy tertiary care teaching hospital, and soon across our Health System.

This session will take the learner on a journey of discovery to showcase how we overcame skepticism to discover the satisfaction of ownership in our work and the success we experience everyday with positive customer feedback. Along with an overview of our Operational Excellence Program, we will share our team's process, our learnings, the value our work has brought to our organization, and our next steps — as well as improved performance metrics, and the value we are bringing to our patients and families.

Join us as we share our journey and excitement with you! We will:

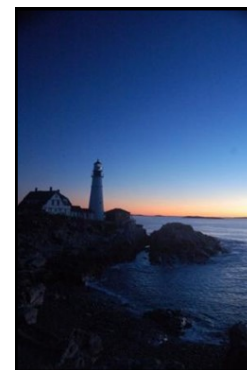
Describe the Maine Medical Center Operational Excellence Program,

Discuss commonly seen barriers to care delivery, and Lean approaches used for problem solving,

Review our improvement goals, PDSA cycles, spread and results,

Share our learnings along the way, and our plans to evolve and develop our program.

*Portland Head Light,  
Fort Williams Park*



# LEARNING SESSIONS

## C5 Breaking Through Conceptual Blind Spots to Process Improvement

Bruce Hamilton, President, Greater Boston Manufacturing Partnership (GBMP)

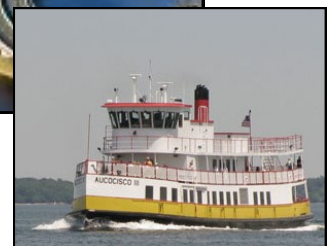
Conceptual blind spots are misperceptions caused by deep-seated beliefs. In the context of Lean, these blind spots hamper understanding and limit the full benefits of Lean transformation.

In describing the Toyota Production System, for example, Shigeo Shingo railed against the assumptions behind economical order quantities and acceptable quality levels as undesirable rationalizations of speculative productions.

On the social side of Lean, Shingo chided engineers for failing to visit the floor and chastised management for creating a caste system in which the people who did the work were powerless to fix problems. He also debunked the concept that a process is just a sum of operations; yet today most cost accounting models focus only on operations, yielding product costs that Eli Goldratt called "precisely wrong": calculated to four decimal places, but not reflective of actual costs

These are just some of many misconceptions from mass production, both technical and social, that continue to thwart Lean transformations. Fifty years after introduction of TPS, we are now asking our managers to "go see," to go to the Gemba (Gemba Kaizen is a Japanese concept of continuous improvement, designed for enhancing processes and reducing waste). Within a Lean context, Gemba simply refers to the location where value is created, while Kaizen relates to improvements). But even in the Gemba, the real place, what can managers see if they are unable to transcend their conceptual blind spots? How can their eyes be opened

You will learn of over a dozen common conceptual blind spots, as well as tactics to help managers and employees overcome these, to improve their mastery/skillsets.





# PRESENTERS

## Abigail Am



Performance Improvement Specialist, Center for Performance Improvement, MaineHealth

aam@mainehealth.org

Session: *Joy at Work: Energize Your Engagement in Operational Excellence!*

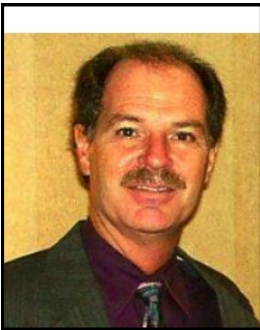
Abigail joined the Center for Performance Improvement at MaineHealth in July of 2016 as a Performance Improvement Specialist, helping to implement a Lean Daily Management system, drive data-driven problem solving, lead projects to redesign and improve processes, and create a culture of continuous improvement.

Prior to working for MaineHealth, she worked for a Fortune 10 company as an Operational Excellence project manager.

Abigail is a Lean Six Sigma Black Belt. In addition to her B.S. in Biology from the University of Vermont, Abigail is about to complete her Master of Science in Operations Management with a focus in Decision Analytics from the University of Alabama.



## Robert Burke



Managing Partner/COO, Value Innovation Partners & President, AME—NE Region  
rburke@vipgroup.us

Session: *The Real Cost of Poor Quality – It's more than rework and scrap*

Session: *Lean System for Managing – The glue that holds it all together*

Robert Burke is a Partner and Chief Operating Officer of Value Innovation Partners, Ltd. He is a certified Six Sigma Black Belt, Lean Sensei, CPIM from the Association of Operations Excellence (APICS), and holds an ISO 9000 Assessor certificate. He is the President of the Association for Manufacturing Excellence-Northeast Region.

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, Services, Stamping, and Specialty/Engineered-To-Order Manufacturing.

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

He has co-authored dozens of published articles on the subject of Lean operations. He has also presented Lean Sigma workshops and sessions at both national and international conferences. He is a member of AME, IIE, ASQ and APICS. He has a B.S. in Business Administration. .



# PRESENTERS

## Robert Cameron



Senior Consultant, Lean East

[bob@leaneast.com](mailto:bob@leaneast.com)

Workshop: Improving Flow and Reducing Risk Through Utilization of Lean Six Sigma Tools

Robert Cameron is a Senior Consultant with Lean East and a U. S. Navy-certified Lean Six Sigma Master Black Belt. Bob is a retired Naval Officer with a 33-year military career in the Navy and Naval Reserves. In his civilian career he has worked for Bath Iron Works (BIW) and most recently for the Navy Office at BIW where he was the Lean Deployment Lead for ten years. He advised Senior Leadership on process improvement and quality, planning and executing Strategic Planning efforts, conducted Value Stream Analysis, taught Lean Six Sigma courses, mentored new Black Belts and Green Belts and developed a Lean/Quality deployment strategy in conjunction with strategic planning efforts.

Bob also served as a member of the Department of the Navy's Continuous Process Improvement (CPI) Executive Committee providing overarching guidance and working on national level CPI projects.

Bob has earned a BA in Industrial Technology from the University of Southern Maine and an MBA from Southern New Hampshire University (SNHU). The American Society for Quality (ASQ) has certified Bob as a Lean Six Sigma Black Belt and Manager of Quality/Organizational Excellence. Bob is also a former adjunct faculty member of the SNHU, where he taught a graduate level Course in Six Sigma Quality Management.



## Jason Dix



Continuous Improvement Manager, Geiger Group

[jadix@geiger.com](mailto:jadix@geiger.com)

Learning Session: Value Stream Mapping for the Office

Jason Dix is the Continuous Improvement Manager for the Geiger Group. In this role Jason has continued the development of Geiger's robust internal continuous improvement certification program.

He is responsible for Lean training and the continued education of Lean concepts for Geiger personnel. Jason serves as facilitator and project manager for Kaizen events, and is the chief administrator of Geiger's Idea Generation program.

Jason has worked to build GeigerGroup's reputation within the community by serving as a guest lecturer at the University of Southern Maine Lewiston/Auburn campus. Jason holds his Lean Six Sigma Yellow Belt.



# PRESENTERS

## Darlene Dumont, DBA



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

Workshop: Lean 101 for Services – Simulation (gov't, edu, service orgs, retail, and support functions in any organization)

Learning Session: Creating Lean Leaders in a Virtual Environment: The Work of One Wide-Spread Federal Agency

Learning Session: Building a Psychologically Safe Environment that Promotes Learning & Productivity

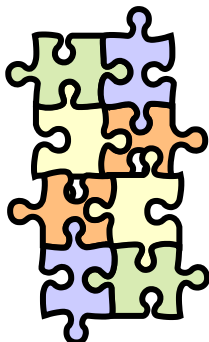
Dr. Darlene Dumont is currently the Public Service Program Director at LEI. She brings with her over 29 years of diverse business experience with demonstrated results in organizational transformation, executive coaching, systems-thinking, scientific problem-solving, strategy deployment, consulting, curriculum 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 while working in the aerospace industry in 2000 and has since applied that knowledge to hundreds of processes in several industries and organizations.

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.

She is currently working with a variety of federal and state agencies to help spread Lean thinking and practice and create a problem-sharing culture.



# PRESENTERS

## Daniel J. Fleming



Director of Consulting Services & Certified Shingo Institute Workshop Facilitator, Greater Boston Manufacturing Partnership (GBMP)

LGlives@gbmp.org

Learning Session: Engage your non-production employees in your continuous improvement journey

Workshop: Shingo Discover Excellence

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

He is a Shingo Prize Recipient and is 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 was the lead developer of GBMP's highly regarded Lean in Healthcare Certificate Course. This comprehensive program was one of 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. Dan has been an inspiring and informative speaker at many regional, national and international conferences.

Prior to becoming the Director of Consulting Services, Dan was a Continuous Improvement Manager at GBMP for 14 years. He was the Director of Operations at United Electric Controls Company, where he was a recipient of the Shingo Prize for Operational Excellence. He has worked with a wide range of organizations including healthcare, electronics, medical device, pharmaceutical, equipment manufacturers, food processing, machine shops, contract manufacturers, and warehouse and distribution. Dan holds a Bachelor's Degree in Electrical Engineering Technology from Northeastern University.

## Anne Frewin



Senior Lean Operations Manager, IDEXX Laboratories

Anne-frewin@idexx.com

Learning Session: Developing a Lean Culture

As the Senior Lean Operations Manager at IDEXX, Anne oversees six Lean Leaders across the country, who work directly with front-line teams in IDEXX reference labs to instill a culture of continuous improvement and employee engagement.

She joined IDEXX in March 2017 as the Lean Six Sigma Leader supporting Manufacturing Operations and Corporate before moving into her current role in January 2018. In her first year at IDEXX, the number of teams embracing Lean grew resulting in increased flow, communication, and employee engagement.

Anne has a Master's in Organizational Leadership from St. Mary's University of Minnesota and a Master's in Healthcare Administration from the University of Minnesota. Prior to joining IDEXX she was the Director of Process Improvement at Central Maine Healthcare.



# PRESENTERS

## Michelle Gallitto



Strategy Deployment Director, Martin's Point Health Care  
michelle.gallitto@martinspoint.org

Learning Session: Improving Organizational Performance and Engaging Your Workforce through Strategy Deployment

Michelle Gallitto is the Strategy Deployment Director at Martin's Point Health Care in Portland, Maine. In this role, Michelle facilitates employees at all levels to identify focus areas and actions that will measurably drive organizational strategy, provide a basis for learning, and improve business performance.

She is experienced in both payor and provider healthcare organizations, including Blue Cross Blue Shield of Massachusetts and Massachusetts General Hospital. As a member of the Martin's Point Management System, Michelle partners with leaders and employees to build a culture of respect for people and continuous improvement.

She is a passionate believer that Strategy Deployment brings organizational strategy and daily work closer to alignment and likes to share her experiences to help others on their journeys, hoping to impart a deeper understanding of the critical role Strategy Deployment plays in creating a Lean management system. Michelle earned her BA in Psychology from Colby College and her MBA from Boston College

## Bruce Hamilton



President, Greater Boston Manufacturing Partnership (GBMP)  
lglikes@gbmp.org

Learning Session: Breaking Thru Conceptual Blind Spots to Process Improvement

Bruce Hamilton is President of GBMP, a not-for-profit Continuous Improvement & Six Sigma training resource for manufacturing and healthcare organizations in the NE United States. GBMP's mission is to help sustain a strong and vibrant regional economy by improving operational profitability & global competitiveness in organizations, large and small, through training in Lean principles and best practices.

Bruce is Director Emeritus for the Shingo Institute, home of the Shingo Prize, and is currently a Senior Examiner for the Shingo Prize. He is a past recipient of the Shingo Prize in both the business and academic categories and an Inductee to the Shingo Academy. In 2015, he was inducted into the AME Manufacturing Hall of Fame.

An early adopter of Lean 30 years ago, his Massachusetts factory was visited by Shigeo Shingo, Shigihito Nakamura, and Ryuji Fukuda. From 1994 to 1998 he was coached by Hajime Ohba and TSSC.

He is the creator of the well-known Toast Kaizen and dozens more award-winning Lean training DVDs and is the co-author of the e2 Continuous Improvement System. He publishes a blog, "OldLeanDude" and hosts a monthly webinar to help individuals understand TPS and gain its full benefits.

Before joining GBMP, Bruce held management positions in Marketing, IT, Operations Management, and General Management and, in 1990, led his organization to a Shingo Prize. He is equally at home in administrative, operational, and healthcare environments. Bruce holds a BA and attended Bowdoin College and the University of Arizona.



# PRESENTERS

## LCDR Stephanie Magill, MS, RD, CD



Field Operational Lean Lead, CMS/CMCHO  
Stephanie.Magill@cms.hhs.gov

Session: Creating Lean Leaders in a Virtual Environment: The Work of One Wide-Spread Federal Agency

Lieutenant Commander Magill serves as the Field Operational Lean Lead for the Centers for Medicare & Medicaid Services (CMS). She also serves as the strategic communications lead for the implementation of the Lean Management Operating System for CMS.

LCDR Magill served as the Public Affairs Officer for the Centers for Medicare & Medicaid Services, Seattle Regional Office for over seven years. Prior to joining the United States Public Health Service (federal uniformed service of the U.S. Public Health Service (PHS), and is) and CMS, she served as the Public Affairs Officer for the Food and Drug Administration and as a President Management Fellow at the US Department of Agriculture, Food and Nutrition Service. LCDR Magill earned her Masters of Science in Nutrition at the University of Utah and a Bachelors of Science in Biology at Gonzaga University.

## Norbert Majerus



Founder, Norbert Majerus Consulting  
norbert.majerus@gmail.com

Learning Session: Managing People in a Lean Transformation

Beginning in 2005, Norbert Majerus implemented a principles-based Lean product development process at the three Global Innovation Centers of The Goodyear Tire & Rubber Company. For more than a decade he was Goodyear's Lean champion in research and development. Norbert is a master black belt six sigma and master black belt in Lean.

Norbert, born and raised in Luxembourg, has a Master's degree in Chemistry from the Universitaet des Saarlandes, Saarbruecken, Germany. He joined Goodyear in Luxembourg in 1978, transferred to Akron in 1983, and has worked most disciplines in the Goodyear innovation centers in Luxembourg and Akron. His work experience has included innovation, new product design, equipment design, manufacturing, new product marketing and launch, new tire design standards, original equipment tire design, activity-based accounting, TQM, project management, ISO 9001 and other global OE quality standards, six sigma, Lean innovation, and Lean product development

In 2016, Norbert published his first book, Lean-Driven Innovation (CRC Press, 2016), which received the Shingo Research Award. Also in 2016, with Norbert's guidance, the Goodyear R&D organization applied for and received the AME Excellence Award. Norbert holds several Goodyear chairman and CTO awards, as well as 60 U.S. patents and trade secrets and numerous international patents.

Since retiring from Goodyear in 2017, he continues to share his extensive Lean expertise through his consulting company. As the owner and founder, Norbert has helped manufacturing and service organizations apply Lean thinking to their research and development operations and innovation activities, and, in doing so, improved their processes and their abilities to efficiently deliver new products and services.



# PRESENTERS

Did you know? The United States Public Health Service Commissioned Corps is one of the seven uniformed services of the United States. Its officers are non-combatants, wear the same uniform as the United States Navy or United States Coast Guard, and are under the direction of the United States Department of Health and Human Services.

## Janie Downey Maxwell



Founder, Organizational Habits  
janie@organizationalhabits.com

Learning Session: 7 Steps to Organizational Habits

Janie Downey Maxwell has always enjoyed organizing chaos - from years of working as an account executive with advertising agencies, to running the business end of the creative departments at Appleseed's and L.L. Bean catalogs, to directing children's theater productions.

And she likes to get a lot of stuff done. While working 40 hours a week, Janie decided to write a historical novel, published a children's play that runs weekly around the world, and last year wrote a musical. She is very involved with local theater - directing, acting, singing, and making props. And she volunteers with the Animal Refuge League of Greater Portland and the Maine Historical Society. She runs two web businesses in addition to her day job. And she writes, speaks, and presents regularly about Organizational Zen. She has a degree in history from the University of Virginia.

## Joyce Mendoza



Performance Improvement Specialist, Center for Performance Improvement , Maine Health

jmendoza@mainehealth.org

Learning Session: *Joy at Work: Energize Your Engagement in Operational Excellence!*

Joyce Mendoza has been employed as a Performance Improvement Specialist in the Center for Performance Improvement (CPI) since November, 2015.

Prior to her current position, she functioned as a CPI Project Manager in support of Maine Medical Center from 2005 to 2013.

She has highly diverse experience in both healthcare delivery and insurance with strengths in 4 areas of expertise: process improvement and training, project management, strategic planning, and product development/marketing analysis.

She has an M.B.A. from Rensselaer Polytechnic Institute and is certified as a Lean/Six Sigma Green Belt. In addition, she is a graduate of the Healthcare Project Management Certificate Program at the University of New England.



# PRESENTERS

## Bridget Miller



Director of Operational Development and Strategic Alignment, Lincoln Health  
bridget.miller@lchcare.org

Learning Session: *Joy at Work: Energize Your Engagement in Operational Excellence!*

Bridget is the Director of Operational Development and Strategic Alignment at LincolnHealth. She began her journey in quality and process improvement as a Behavioral Science graduate of the Air Force Academy. Upon graduation, Bridget worked in Human Factors Engineering and Quality Improvement at several Air Force bases in the U.S. and Japan.

After leaving the Air Force, Bridget began her own consulting company in Boise, Idaho where she teamed up with businesses and colleges in developing training, teaching organizational management and conducting teamwork seminars. After a family move to North Carolina, Bridget became the training manager for a Fortune 500 cabinet manufacturing company. In that role, she developed and implemented a Pay for Performance system there before making the choice to move to Maine and raise her 4 children.

Bridget joined LincolnHealth in January of 2015. After many moves and roles in various industries, Bridget uses her background and education in the healthcare field—and is a strong proponent of Operational Excellence within organizations. In addition to her B.S., Bridget also has an M.A. in Psychology and is certified as a Lean/Six Sigma Green Belt and a Kepner-Tregoe Problem Solving Decision Making Certified Program Leader.

## Steven A. Musica



President, Lean East  
steve@leaneast.com

Workshop: Improving Flow and Reducing Risk Through Utilization of Lean Six Sigma Tools

Steven A. Musica is a Founder and the President of Lean East. Lean East facilitates transformations in service and healthcare organizations to improve outcomes while reducing costs.

Steve consults on improvement efforts that improve customer value while reducing costs. He has previous management and operational experience as President, CEO, COO, and VP, Operations for medical and technology companies and has led successful Lean transformations for both medical device and manufacturing companies. Before founding Lean East in 2010, Steve learned Lean with some of the best in the world and now uses his knowledge and experience to help others transform their organizations.

Steve has over sixteen years of experience training operational best practices and instituting continuous improvement cultures that increase customer satisfaction and profitability. He is certified by Dartmouth College as a Lean Six Sigma Black Belt. He earned a Bachelor of Science degree in Mechanical Engineering from the University of Maine with high distinction and high honors and a Masters in Engineering Management (MEM) degree from Dartmouth College.





# PRESENTERS

## Suneela Nayak, MS, RN



Director of Operational Excellence, Maine Medical Center, Portland Maine  
nayaks@mmc.org

Learning Session: Advancing Healthcare Value through Optimized Inventory and Supply Management in a Coronary Critical Care Environment

Suneela serves as the Director of Operational Excellence at Maine Medical Center. As an experienced clinician and educator, Suneela has served as the Clinical Quality Specialist, consulting with learning collaboratives throughout the MaineHealth system.

Prior to joining MaineHealth, Suneela was with the Center for Clinical and Professional Development at Maine Medical Center in Portland, has been a Clinical Services Director for Oncology and a Family Nurse Practitioner at McGill University Teaching Hospitals in Montreal Canada.

Suneela holds a Black Belt in Lean/Six Sigma, a Bachelor of Science and Advanced Nursing Practice Certificate from McGill University, and a Master's degree in Education and Administration from the University of Southern Maine.

## The Essential Lean

## Ron Oslin



Chief Executive Officer, AML Sentinel Corporation  
Ron.oslin@amlsentinel.com

Workshop: Coaching Those Who Are Not On Board, In Denial or "Addicted to the Status Quo" and Actively or Passively Resisting Change

Ron Oslin is a Chief Executive Officer at AML Sentinel Corp. AML Sentinel is a full service AML transaction monitoring and enhanced due diligence provider that delivers a comprehensive and affordable service solution to meet the growing AML threat faced by the financial industry.

Ron started AML Sentinel Corp. after retiring from Capital One in 2017 with more than 20 years of Lean application in manufacturing and service.

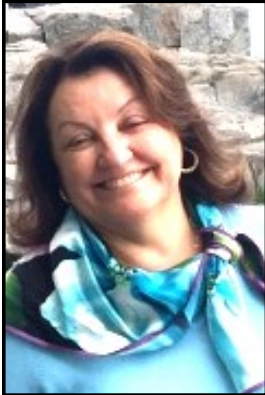
He began his process learning journey in 1982 as an intern with Dr. Edward Deming and honed his leadership skills as a leader at Toyota. Oslin has held roles as CEO, COO and transformation leader in several organizations and has applied Lean methodologies in printing, auto manufacturing, marine heating and air conditioning manufacturing, health care, education and banking. He specializes in organization change and transformation.

Oslin co-authored 'Motivational Interviewing and Lean Coaching' (Target magazine, 2015). He received his bachelor's degree from Virginia Commonwealth University.



# PRESENTERS

## Catherine A. Palleschi



Director Cardiology Services, Maine Medical Center  
pallec@mmc.org

Learning Session: Advancing Healthcare Value through Optimized Inventory and Supply Management in a Coronary Critical Care Environment

Cathy Palleschi brings twenty five years as a nursing leader with a passion for providing the highest quality care. This passion leads her to explore Lean applications to healthcare.

As a strong patient advocate, Cathy has promoted lean thinking and applications to Maine Medical Center (MMC) senior executives after visiting Pen Bay, a Maine Health member hospital. Two years after its introduction at MMC, Cathy continues to share her excitement and passion with others as a Lean coach and leadership mentor.

Cathy is the nurse director for Maine Medical Center's Coronary Intensive Care Unit and a twenty four bed Interventional Unit. Cathy holds and a MBA from St Joseph are College and a Bachelor's degree in nursing from University of Southern Maine.

## John Perrotti III, CMRP



Vice President, Fuss & O'Neill Manufacturing Solutions, LLC  
jperrotti@fando.com

Workshop: Introduction to Total Productive Maintenance (TPM)

John is a Fuss & O'Neill Vice President and leads various disciplinary efforts for its Manufacturing Solutions group. He is an expert in reliability and has developed methods & approaches to evaluate systems for achieving maximum performance.

John has led many TPM sessions. He has also performed training and support in Maintenance Manager 101, Troubleshooting Techniques, Set Up Reduction and Utilizing a Lean Approach to Safety. He is an expert in Overall Equipment Effectiveness and how to leverage it to prioritize the improvement effort process. He teaches for many MEP's throughout the Northeast as part of their Lean Certification programs. John has extensive knowledge within the metalworking industry, providing support solutions for regulatory compliance & methods for increasing production. John is also a trainer for increasing production on clients' factory floors.

John has a special skill in creating a teamwork atmosphere with project progression, with safety always a focus. He leads many of the high hazard services. His unique approach at identifying the hazards and providing comprehensive solutions with minimal impact to production has allowed manufacturing facilities to maintain safety while production remains high. John manages and oversees the onsite safety compliance services for various clients. John was a standards development subcommittee member for ANSI B11.19 (2003)–The Performance Criteria for Safeguarding. He is an expert in electrical safety -NFPA 70E compliance, and Lock Out/Tag Out Procedures.

He has consulted for many Fortune 100 companies and managed the process from initial Risk Assessment, Design and Engineering of Solutions, to Implementation of the Machine Guarding and Risk Reduction solutions. His clients continuously reach out for his expertise to train and provide guidance, suggestions, interpretations and development of their own internal standards.



# PRESENTERS

## Cameron Shuck



Senior Strategic Performance Advisor, Martin's Point Health Care  
cameron.shuck@martinspoint.org

Learning Session: Underwater or staying afloat? How to engage a drowning team

Cameron's professional background spans from social work to human systems integration and project management.

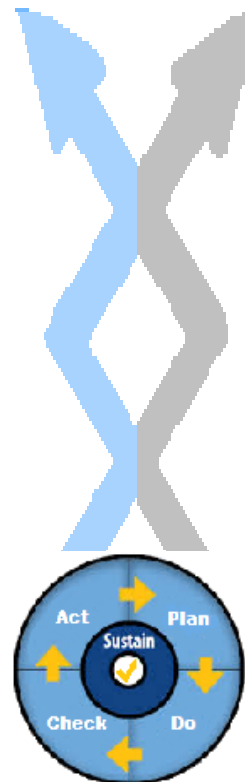
As an ASQ Lean Six Sigma Black Belt, Cameron has over 10 years' experience in Process Improvement work in manufacturing settings such as at General Dynamics, Bath Iron Works, and — more recently — in health care at Martin's Point

Health Care in Portland, Maine.

He is graduate of Penn State with a BS in Psychology and Edinboro University with M.Ed. in Educational Leadership.



—Terry Sandusky



# PRESENTERS

## Maria Elena Stopher



President, ULTIMATE LEAN, INC.  
mstopher@ultimate lean, inc.

Workshop: Lean 101 for Services – Simulation (gov't, edu, service orgs, retail, and support functions in any organization)

Maria Elena is an award-winning lean practitioner and expert with demonstrated results in private business and government. She is recognized as a leader in Lean thinking in this country and abroad. Besides achieving dramatic gains in business performance, she breaks down barriers among team members at all levels, creating continuous improvement work cultures that support the open exchange of new ideas and elevate employee and customer satisfaction. She has adapted concepts and tools from Fortune 500 companies, demystified them, and made them accessible for application in smaller companies and in government agencies.

She started her career in continuous improvement in the late 1980's at Xerox Corporation and Danaher Motion (formerly American Precision Industries). Later, as director of National Lean Initiatives at the U.S. Department of Commerce, she established the first nation-wide, government-sponsored program to make manufacturers more competitive globally through lean management. Her vision to provide lean training nationally to businesses trained over 2,000 field engineers in 50 states and Puerto Rico. For this, she earned the Commerce Department's Bronze Medal.

Maria Elena also served as a senior advisor to the Office of the Under Secretary of the Air Force, where she advised senior leaders on establishing strategic performance goals and implementing continuous improvement initiatives, earning her the Air Force's Meritorious Service Award.

Maria Elena has a bachelor's degree in mechanical engineering and a master's from the State University of New York at Buffalo. She is the president and owner of Ultimate Lean, Inc.

Living Lean



# PRESENTERS

## David S. Veech



Senior Lecturer, Fisher College of Business, The Ohio State University  
CEO, D. Veech & Company, Inc.

Veech.1@osu.edu; david.veech@dveech.org

Workshop: Measuring to Succeed

Learning Session: LEAN — It's for Everyone

Work should be fun, exciting, challenging, and interesting. Leaders make or break this kind of workplace. David started D. Veech & Co. and Leadersights to help of all types develop better leaders. He has been teaching leadership and Lean

systems since 1998.

David is a Senior Lecturer in the Fisher College of Business at the Ohio State University, teaching in the Master of Business Operational Excellence (MBOE) Program. His research, teaching, and consulting focus on people in organizations and how Lean, leadership, and learning systems contribute to overall employee satisfaction and well-being and how Lean tools and systems sustain a great workplace. He delivers keynotes and seminars on topics related to leadership, problem solving, suggestion systems, employee involvement, team building, and creating satisfying workplaces.

He is the author of "Leadersights: Creating great leaders who create great workplaces" (2017, CRC Press), "The C4 Process: Four Vital Steps to Better Work" (2011, Business Innovation Press, an imprint of Integrated Media Corp.) and "FirstLine: A team leader's guide to Lean thinking" (2005, PKI)

David retired from the US Army in 2001 after a 20-year career. His military career allowed him to serve in infantry units in the United States, Germany, and Southwest Asia as well as in the acquisition and procurement of critical defense weapons systems. He ended his military career teaching Lean systems in production, quality, and manufacturing at the Defense Acquisition University.

David holds a Bachelor of Arts degree in International Relations from Western Kentucky University and a Master of Science degree in Industrial Management from Clemson University. He has completed significant doctoral work in General and Educational Psychology at the University of Kentucky and Capella University.



# THE PLANNING TEAM

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

As you know, any continuous improvement journey is, fundamentally, about learning and about exchanging 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 2018 SUMMIT PLANNING TEAM

### **Robert Burke**

Value Innovation Partners  
rburke@vipgroup.us

### **Stephen Dombrowski**

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

### **Darlene Dumont**

Lean Enterprise Institute  
ddumont@lean.org

### **Anne Frewin**

IDEXX Laboratories  
anne-frewin@idexx.com

### **Jon Kirsch (Ret.)**

Lonza Rockland

### **Julita Klavins**

CILC—Bend the Curve  
btc.imp207@gmail.com

### **Walter E. Lowell**

Lean Capitol, LLC  
walter.lowell@gmail.com

### **John L. Rioux**

Maine Dept. of Labor  
jrorty0@gmail.com

### **Lean Systems Summit**

*Where Government, Services, and Manufacturing Meet*

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



*Exploring the Future Together*

