Monday, February 24, 2014, 10:15 – 11:15

Session M03: NKOTB: New Kits on the Block
All Industries
Presenter: Mischa Lucyshyn, MLPQI

- Discover what T- and G-charts are.
- Learn how to use and interpret these charts.
- Explore how T- and G-charts compare to Shewhart’s individual moving range charts.

Session M04: The Expert Enterprise: Leveraging Organizational Culture for High Performance
All Industries
Presenter: Carla Forrest, Sandia National Laboratories

- Learn a multilevel framework of organizational learning culture and intellectual capital performance.
- Outline four orders of belief systems that foster organizational culture.
- Discover a system for managing intellectual capital within an organization’s zone of performance.

Session M05: Using Six Sigma DMADV in Healthcare
All Industries
Presenter: Hemaid Alsulami, UCF

- Discover the quality tools that enabled a team to resolve a medical center’s issues.
- See how the team used simulation modeling to test proposed solutions.
- Hear how the team discovered ideas to maintain the improvement and encourage staff to increase its efficiency.

Monday, February 24, 2014, 10:15 – 12:30

Workshop M06: Using Hoshin Kanri and Baldrige Together
All Industries
Presenter: Scott Smith, CareCore National

- Identify links between Hoshin Kanri and Baldrige Criteria.
- Outline strategy for using lean to optimize strategic planning.
- Demonstrate the importance of lean as a management system, not simply as a set of tools, to apply
- 360-degree business planning.

Workshop M07: Learning How to Read Body Language
All Industries
Presenter: Jerry Balistreri

- Develop skills in reading nonverbal “tells,” both in the workplace and with friends and family members.
- Recognize the limbic system and its role in nonverbal communication.
- Dispel the myth of “fight or flight.”
- Detect deception in any situation.
- Increase positive communication that hits the mark every time.
Monday, February 24, 2014, 11:30 – 12:30

Session M08: Using Value Stream Mapping to Its Full Potential
All Industries
Presenter: Mike Osterling, Osterling Consulting, Inc.

- Hear why most value stream mapping activities don’t achieve their full potential.
- Learn what most companies are not looking for, or including, within the process of mapping.
- Find out how VSM can help align the leadership team and result in the creation of common objectives across the organization.
- Explore how to engage the necessary parties at each stage of the mapping process.
- Discover how to utilize VSM to align the lean philosophy, lean operating system, and lean management.

Session M09: LSS: A Smooth Transition to Two New Hospitals
Healthcare
Presenters: Vickie Kamataris & Megan Hawkins, Guthrie Healthcare System

- Understand the challenges and risks inherent in the transition to a newly constructed hospital.
- Examine how Guthrie Healthcare System used lean in a creative way to ensure a smooth transition.
- Identify how lean tools, concepts, and skill sets can be used in other transitions, such as moving to a remodeled facility or department, in an acquisition or consolidation, or adding or making a change in a service line or value stream.

Session M10: The Dichotomy of Flexibility and Sustained Control
All Industries
Presenter: Amy McKee, Results over Reasons, LLC

- Understand how to work with a larger variety of people.
- Find the approach that most suits the needs of the organization.
- Discover the tools that provide the most value to the project.
- See how improvements will allow change with the organization over time.

Session M11: Lean: It’s About the People; It’s About the Process
All Industries
Presenters: Mark Dean, Dean & Associates and Charles Deladurantey, CHS

- Achieve an understanding of the relationship between operational performance improvement and cultural transformation.
- Learn how the cultural aspects are the most powerful determinants of sustainment.
- Discover some practical tools and techniques for sustaining operational improvements.
Monday, February 24, 2014, 14:00 – 15:00

Session M13: Where’s My Sensei?
All Industries
Presenters: David Hicks, Auburn University & Elizabeth Reid, Northrup Grumman

- Understand the basic concepts of the Toyota Kata approach.
- See how the coaching process encourages people to use a structured problem-solving approach.
- Through case studies, learn how companies have used the Kata approach to create internal senseis.
- Take home a process map of how to implement your own Kata system.

Session M17: Improve Billing Performance Using Six Sigma
Healthcare
Presenter: Angela Choy, Anka Behavioral Health

- Discover the advantages and challenges of doing a fast-paced Six Sigma project.
- Hear about Six Sigma tools we used in the project in each of the DMAIC phases.
- Get a template of a billing tracking tool to significantly reduce billing errors.
- View a performance dashboard incorporated with the weekly communication plan that improves employee morale and strengthens management’s buy-in.

Session M18: Achieve LSS Priority Goals Through Modular Kaizen
All Industries
Presenter: Grace Duffy, Management and Performance Systems

- Define modular kaizen and how it relates to Lean Six Sigma improvement systems.
- Introduce the house of modular kaizen.
- Describe the modular kaizen improvement cycle in both PDCA and DMAIC format.
- Participate in group discussion surrounding use of LSS and modular kaizen tools aligned with a seven-step improvement model.
- Engage in open questions and answers surrounding the benefits and characteristics of modular kaizen.

Session M19: Six Sigma Forum Speed Networking Session
All Industries
Presenters: Rachel DeLisle & Mary Beth Soloy
Sponsored by the ASQ Six Sigma Forum

- Participate in a speed networking session designed to support the forum’s mission to provide content and opportunities for establishing relationships—making our members more valuable.
- Build a network of experienced people and get the opportunity to seek guidance as well as provide insight and suggestions to others.
- Rotate through a series of stations with prescribed questions, aimed to help people make new connections, facilitate the sharing of their experiences related to the conference theme and the focus areas, and have some fun along the way.
Monday, February 24, 2014, 15:30 – 16:30

**Session M22: Assessing Your Organization Using SIPOC**
*All Industries*
Presenter: *Scott Rutherford, U.S. Navy*

- Understand how to use the SIPOC tool at levels above process.
- Discover basic metrics characteristics and how they relate to SIPOC.
- Explore how a self-assessment tool can be used as an organizational communication tool.

**Session M23: Using Lean Six Sigma to Improve Patient Outcomes**
*Healthcare*
Presenters: *Alexis Keeler & Casey Joseph, Berkshire Medical Center*

- Learn how to obtain buy-in from clinical staff regarding the use of Lean Six Sigma on nontraditional/clinical problems.
- Understand and witness the results of Lean Six Sigma on service-based projects, specifically clinical in nature.
- Identify which LSS tools were used to achieve results.
- Learn how to hardwire financial savings and avoid budget creep.

**Session M24: New Process Design: Simple Tools and Methods**
*All Industries*
Presenter: *William Hathaway, MoreSteam.com*

- Develop clear thinking about the benefits of better process design.
- Articulate the primary components of a successful process design initiative.
- Learn about the simple tools and methods necessary to design new processes at a high level of capability.

Tuesday, February 25, 2014, 09:15 – 10:15

**Session T01: Change Management Techniques for a Novel Ground**
*All Industries*
Presenter: *Dumidu S B Ranaweera, Sigma Sustainability Institute (Pte) Ltd.*

- Understand the change management tool set that can be used in a complete novel ground deployment of Lean Six Sigma.
- Learn about the following tools: launch readiness assessment techniques (LRATs), used to assess organization readiness; influence mapping (iMapping), used to convert negative stakeholders to neutral or positive state; list of key jumpstart requirements used to aggravate quality net savings; and methods of sustaining Lean Six Sigma by continuous engagement and innovative applications.
**Session T02: True North for Sales and Marketing: Hoshin Kanri Healthcare**  
Presenter: Chad Smith, CI Solutions

- Understand what strategy deployment is and how level 2 evaluations can be used to deepen focus.
- See how a service firm applied the tool to provide direction for its sales and marketing team.
- Discuss the likely expected challenges as well as the likely positives that will be experienced.
- Get a solid overview and path forward for considering alignment of sales and marketing strategies through the use of level 2 strategy deployment.

**Session T03: Silence the VoC and Find Breakthroughs in Service All Industries**  
Presenter: Phil Samuel, BMGI

- Determine the role of lean and Six Sigma as regards VoC.
- Understand the limitations and pitfalls of self-reported VoC methods.
- Develop true customer needs derived through extracting the “job to be done” and outcome expectations.
- Discover how to prioritize jobs and outcome statements.
- Apply the jobs and outcome statements to develop breakthrough solutions for service.

**Session T04: Quick and Simple Simulations All Industries**  
Presenter: Michael Thelen, Wells Enterprises

- Participate in simple, easy-to-use, and easy-to-understand simulations.
- Discover how a facilitator drives learning to the workforce in either the shop or the office.
- Receive full supporting documentation and contact information for mentorship with running the simulations at your place of business.

**Session T05: Leveraging Lean in a Patient-centered Medical Home Healthcare**  
Presenters: Michael Parris and Jean Donie, Banner Health

- Explore how lean principles supported the corporate-wide redesign of primary care physician offices.
- Review tools and techniques to streamline physician office workflows in support of the patient-centered medical home.
- Describe how a remodeled care team expands productivity and patient-centeredness in physician offices.
- Apply lean methodologies for population health management in primary care.
- Calculate the measurable benefits of redesign to the practice and the patient.
Tuesday, February 25, 2014, 09:15 – 12:00

Workshop T06: Sustaining Lean Improvements/Adding Spark to QMS
All Industries
Presenter: Michael Micklewright, QualityQuest, Inc.

- Explore the weaknesses of the traditional QMS and lean programs.
- Learn how lean + QMS = business management system.
- See what lean brings to an ISO-based QMS.
- See what an ISO-based QMS brings to a lean program.
- Experience complete systems integration.

Tuesday, February 25, 2014, 11:00 – 12:00

Session T08: Six Sigma and the Six Levels of Quality System Evolution
All Industries
Presenter: Phil Rosenkrantz, California State Polytechnic University

- Understand the contrasts between workcentric and systems-thinking cultures.
- Understand the six-level transformation model and how it can be useful to leaders and change agents.
- Gain knowledge of modern leadership theory required for leading transformation.
- Discover the tools needed to transform organizations.
- See how the model is synergistic with other major books and thinkers.

Session T09: 3P for Hospital Design
Healthcare
Presenters: Julie Tomrdle, Joanne Young, Jon Armendariz, & Mick Quinn, Exempla Saint Joseph Hospital

- Understand key concepts in lean thinking.
- Identify features of the lean 3P process and the application of lean tools: value stream mapping, spaghetti diagrams, and cycle time reduction.
- Learn the advantages of lean 3P process in facility design.
- See the results of several action plans that were generated from the 3P process.

Session T11: Transform the Organizational Brain to Think Lean
All Industries
Presenters: Anit Makhija, Miami Children’s Hospital

- View the evolution of lean education in a healthcare organization.
- Create a culture that continuously identifies and eliminates waste.
- Utilize reward and recognition to create buy-in and commitment.
Session T12: The Power of Silent Brainstorming  
**All Industries**  
Presenter: Jd Marhevko, Accuride Corporation  
- Understand how quality and lean tools can be applied across a supply chain process to dramatically reduce expenses.  
- Increase your understanding of the power of silent brainstorming.  
- Experience a live set of results across an interactive transactional process.

**Tuesday, February 25, 2014, 13:30–14:30**

Session T13: London Bridge Is Falling Down: How to Hold It Up  
**All Industries**  
Presenter: Chris Hayes, Impact Performance Solutions  
- Understand why lean programs fail.  
- Discover what standard work for leaders, visual metrics, and accountability flowdown are, and how each ensures a solid structure to sustain lean efforts.

Session T14: Rolled Throughput Yield in Healthcare Revenue Cycles  
**Healthcare**  
Presenter: Barb Cash, Deaconess Health System  
- See how to create a simplified rolled throughput yield for healthcare.  
- Examine how obtaining data from an electronic medical records system will provide operating metrics for each process to be measured in the yield calculation.  
- Learn how to plan and prepare for the kaizen event.  
- Discover how to create synergies between disparate components of the revenue cycle while pushing out cultural changes for accountability.

Session T15: Profound Statistical Concepts Theory Meets Reality  
**All Industries**  
Presenter: Beverly Daniels, IDEXX Laboratories  
- Understand non-homogenous processes and how they affect our understanding of defect rates, rational subgrouping for control charts, and tests of means (ANOVA and t-tests).  
- Learn how to perform statistical tests and focus improvements when the factors that affect the mean are not the same factors that affect the standard deviation.  
- Discover the effect of fixed and varying factors as well as fixed and random effects and how to handle them in your analyses.

Session T16: Using PDCA for Personnel Development  
**All Industries**  
Presenter: David Hicks, Auburn Technical Assistance Center  
- Learn fundamental PDCA thinking.  
- See the difference between a tool focus and lean as a way of thinking.  
- View examples of PDCA, both good and bad.  
- Develop skills for clear communication using the PDCA method.
Session T17: The Power Within: Finance and Accounting Go Lean Healthcare
Presenter: Doug Parker, Floscience

- Learn why good improvement efforts often peak and plateau.
- Discover why even the most talented and motivated operations team isn’t enough.
- Understand the linkage between lean operations and financial management.
- See how lean accounting leadership can supercharge your improvement program.

Tuesday, February 25, 2014, 13:30–15:45

Workshop T19: Human Factors Design in Healthcare Processes Healthcare
Presenters: Jayant Trewn & Todd Sperl, Lean Fox Solutions

- Learn definitions of human factors concepts.
- See (observe through man-machine interaction pictures) practical applications of human factors techniques in healthcare processes and embedded equipment.
- Experience real-life examples of human factors design criteria as applied in case studies at Beaumont Hospitals, Michigan.
- Learn to use a human factors design evaluation tool for healthcare processes.
- Engage in a hands-on workshop to use the design evaluation tool in an in-class simulation.

Tuesday, February 25, 2014, 14:45–15:45

Session T21: Using Lean and Six Sigma to Reduce Electricity Healthcare
Presenter: Brion Hurley, Rockwell Collins

- Learn the “green” wastes.
- Discover how to overcome a lack of detailed data around energy usage.
- Engage employees in behavior changes toward energy reduction.
- Examine how to use regression analysis to predict and improve energy usage.

Session T23: How to Build (and Sustain) a Culture of Lean All Industries
Presenter: Bruce Ennis, BE Quality Inc.

- Discover why lean is not mean—job satisfaction and a healthy, happy work environment are critical to achieving a healthy (and prosperous) culture of lean. When lean is deployed correctly, employees are excited to participate and morale improves.
- Get your skin in the game—learn how employees must be included in the success (or failure) of the lean deployment. Lean practitioners must be allowed to own their processes. When there’s “skin in the game” humans are naturally engaged. They care.
- See why dashboards are game changers—we manage only what we measure. For lean to succeed there has to be a scorecard. People need to know “what the score is.”
Session T24: A Granular Adhesion DOE: Making the Most of a Sticky Situation

Healthcare

Presenter: Richard Wiltse, Tremco Inc.

Sponsored by Minitab Inc.

- Learn the fundamentals of a designed experiment.
- Understand how a fractional design can save you resources.
- Explore how to utilize designs that include hard-to-change factors and covariates.
- See how a process was optimized using DOE.

Session T25: Hoshin Kanri: From Strategy to Personal Planning

All Industries

Presenters: Julie Miller & Meredith Brody, Integrys Energy Services

- Learn how one company implemented Hoshin Kanri.
- See the benefits of its execution, as well as some drawbacks.
- Discover how these concepts can be presented to all levels of employees, with careful focus on what is in it for them.
- Get a road map and template to ensure you are making the right decisions and project selections with respect to company strategy or directives.
- Understand how an X matrix can ease the load of performance reviews and goal setting on both the employee and the leader, and how an X matrix can help change management efforts from both the implementation team’s perspective and those undergoing the change.

Wednesday, February 26, 2014, 8:00–16:00

Creating and Sustaining a Lean Culture in Healthcare: What You Can’t Learn From a Book

Presenters: Marti Beltz and Cindy Barrs

Member price: $495
List price: $595

You’ve read the books and been to the conferences. You might have had a little training and even some practice using lean. It all seems so easy, so commonsensical, so fun! Everybody’s doing it! And, in an environment so ripe for increased efficiencies and effectiveness, implementing lean should be a breeze.

But, you’re not making widgets, processing loans, or serving sandwiches in healthcare. And, perhaps your clinicians are contract workers; you are in the midst of an EHR implementation; you also run a medical school; you’re being merged with other facilities; you’re worried about reimbursement; and/or you have high-value, long-tenured employees who are wedded to “always having done it the same way.” Healthcare is a complex and high-stakes venture.

We’ll wedge in lean basics for folks who are new to the methodology, but this interactive workshop is designed to offer some insights and tools you won’t learn from a book. Examples will be from healthcare; not just the clinical side, but also from the key business processes that support the care. We’ll focus on how to introduce lean so it doesn’t look like another “flavor of the month”; how to engage senior leaders and clinicians; how to manage all that change; and how to mature the culture from “doing” to “thinking” to “being” lean.