

Report on ASQ-LI's 2nd Lean Six Sigma Symposium

The Board of Directors and members of ASQ-LI along with the Frank G. Zarb School of Business at Hofstra University would like to thank you for supporting the 2nd Lean Six-Sigma Symposium.

The LSS symposium was well attended (90 members) and by the comments offered and the survey results, it met, and in some cases exceeded, the expectations of the audience.

Forty one of the attendees participated in the survey and expressed their opinion as follows (Scale – Poor, Fair, Good, Very Good, and Excellent):

For the panelists, the survey results were as follows:

Presenters	Originality / Uniqueness	Knowledge	Technical Content	Delivery / Organization	Quality of Visuals
<i>Kerry Donelan</i>	Very Good	Very Good	Very Good	Very Good	Very Good
<i>Meegan Dowling</i>	Very Good	Very Good	Very Good	Very Good	Very Good
<i>Cynthia Sweetapple</i>	Excellent	Excellent	Excellent	Excellent	Excellent
<i>Owen Ramsay</i>	Very Good	Very Good	Very Good	Very Good	Very Good

For the overall session the survey scores were as follows:

Overall Session	Score
<i>Relevance of Information</i>	Very Good
<i>Value Received</i>	Very Good
<i>Presentation met Expectations</i>	Very Good
<i>Presentation fulfilled Description</i>	Very Good

The credit goes to the panelists who commanded the attention of the audience with their effortless and flawless presentations that were on point with topic via informative and colorful slides that collectively covered the key ingredients of Lean Six-Sigma.

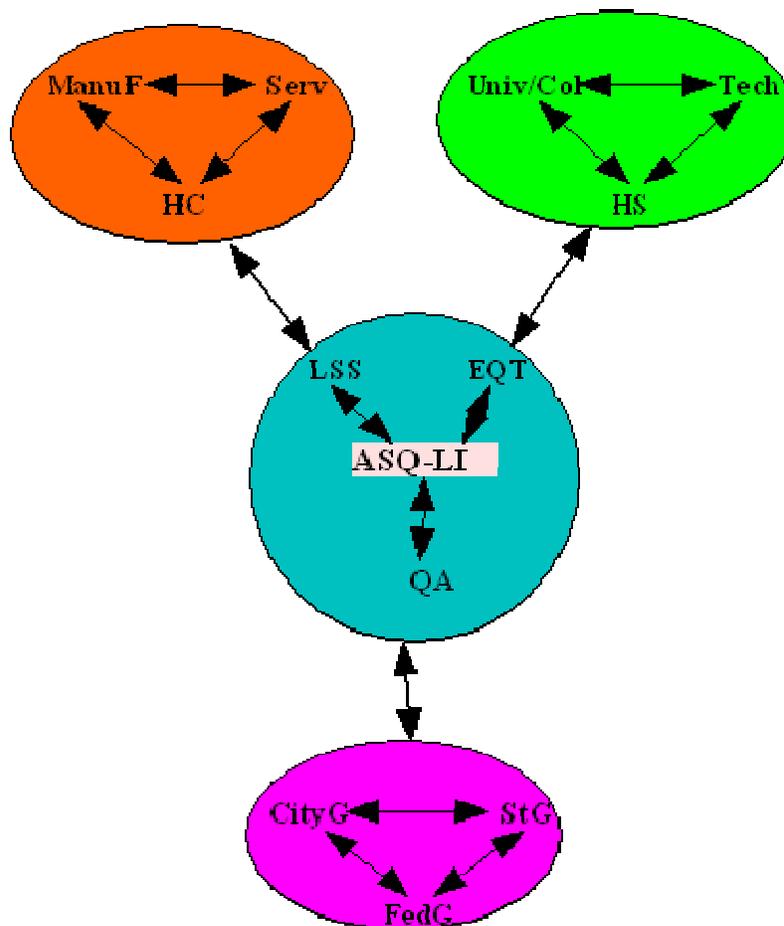
Those from the audience I interviewed expressed appreciation for the format of the symposium which allowed success stories to be presented on strategies and tools used to effect LSS implementation and realize concomitant bottom-line improvements in Health Care, Process, and Service industries.

In short, everyone I spoke to expressed a learning experience in the basics of Lean Six-Sigma and was pleased with all aspects of the presentations.

Introduction

The session began with the acknowledgement of the contributions by the ASQ-LI Board of Directors with special recognitions going to Rupal Doshi and Marty Ashner for their many efforts and support that were responsible for the success of the symposium. A brief introduction to what Lean, Six-Sigma and Lean Six-Sigma methodologies mean and how they are applied to processes was then given for those new to these methodologies.

ASQ-LI's new vision was also presented. The new vision involves strategic alliances and the promulgation of quality fundamentals to the education, government and corporate communities of the Long Island area. Emphasis was placed on ASQ-LI being the organization that is referred to by the aforementioned communities for resource development support (i.e. training) in the areas of Lean, Six-Sigma, Lean Six-Sigma, The Essential Quality Tools and Quality Auditing fundamentals..



Opening Remarks

Dr. Salvatore Sodano, Dean of Frank G. Zarb School of Business and ex-CEO of the American Stock Exchange **also Dr. John Affisco, PhD**, Chairman of IT/QM Department of the Frank G. Zarb School of Business made brief remarks about the importance of Hofstra University supporting the co-sponsorship of the 2nd Lean Six-Sigma Symposium to advance the awareness of quality improvement methodologies to their faculty and MBA students.

Dr. Yosef Dlugacz, PhD, Senior Vice President and Chief of Clinical Quality, Education & Research of The Krasnoff Quality Management Institute that is part of the North Shore-Long Island Jewish Health System emphasized the unique customer service enhancement and organizational improvement opportunities Lean Six-Sigma offers the healthcare industries.

Dr. Dlugacz stated that like other complex industries, health care organizations must meet the challenge of establishing quality management programs that go beyond compliance with regulatory requirements. Pressures from the government (CMS) and insurance companies, as well as private employers, the media, and the public, are driving the movement to improve patient safety and clinical outcomes. Such improvements can only be reliably developed and sustained by building a sophisticated quality infrastructure that defines oversight responsibility (who is in charge?) and effective communication (did the information reach every employee?).

Dr. Dlugacz went on to add that information is necessary for performance measurement, evaluation, and improvement. Statistical data and defined measurements objectively identify weaknesses that have an impact on clinical outcomes and patient safety. Information, grounded in data, should be communicated to medical boards, top leadership, and the Board of Trustees in order that improvements meet the standard of care for the organization, and then communicated to staff. With increased transparency, gaps in safety can be identified as well as best practices.

The Panelists

The format of the symposium allowed five successful case studies to be presented by Six Sigma Black Belts on strategies and tools used to realize LSS implementation and concomitant bottom-line improvements.

For the first case study I outlined the strategy followed to initiate LSS improvement processes for three organizations.

The key points were that:

- 1. Top management must set and align priorities at all levels of the organization involved in the improvement efforts.*
- 2. The Essential Quality Tools which consists of The Basic Quality Tools, Value Stream Mapping, The Cost of Poor Quality and the simple cost-benefit analysis tool called Payback Period should be taught and understood in the context of a problem solving frame work for all management and supervisory levels of the organization.*
- 3. Develop and follow an agreed upon schedule for the improvement activities.*

Kerry Donelan, BBA, CSSBB, employed by ICON Labs, expounded on the value of the Lean 5S process in case study #2.

The main points of her exposition were:

- 1. 5s is a work-place organization method that makes everything visual.*
- 2. It is an essential step of a Lean transformation.*
- 3. It makes use of tools such as red tagging, spaghetti diagramming, and standardized work to prepare for advanced Lean methods including one piece flow and work cells.*

With 5s anyone can visually see what is going on in an area or department. Nothing is hidden. Supplies are organized and you can visually see reorder points. Work spaces are organized and labeled. Walkways and common spaces are free of objects and equipment. Tools and materials are where they are needed and in the proper quantities. The entire area is orderly and pleasant to work in.

Case study #3 was about Utilizing Lean Six Sigma tools as an effective way to improve processes and reduce costs and was delivered by Meegan Dowling of ICON Labs, BBA, CSSBB, MSSBB.

Meegan emphasized the following:

- 1. Creating a value stream map of your process can be used to identify areas of waste. It can point out areas of waiting, rework and batching that can slow your process down and add areas where errors can occur.*
- 2. In the project presented, continuous flow was the goal. A steady flow of the specimens into the laboratory created the opportunity for load leveling, reduction in overtime and the removal of steps that can cause error.*

Carolyn Sweetapple, RN, C.P.A., Vice President for Finance and Business Operations of the Krasnoff Quality Management Institute of the North Shore-LIJ Health System, emphasized the importance of selecting Six sigma projects based on strategic priorities of the organization in case study #4.

Carolyn expounded on the importance of:

- Selecting project sponsors and owners on the basis of vested interest in the success of the outcome.*
- Identifying the vital few independent variables critical to quality focuses improvement work to insure success.*
- Analyzing processes with six sigma tools to identify variation that contribute to defects in process a process.*
- The use of SPC aides to identify special cause variation and to enable process owners to maintain process improvements after project completion.*

Case study #5, Lean Six-Sigma in Government by Owen Ramsay, CSSBB.

I do firmly believe that the application of LSS methodologies can lead to reductions in process related errors, cycle time and customer complaints in any organization, of any size, or level of complexity. To be successful however, commitment and buy-in from top management is crucial.

The presentation on the successful application of Lean Six-Sigma in the semi-autonomous government commission showed that only when the buy-in process is complete that benefits from organizational improvement tools such as cross-functional team directed projects, the applications of the seven modern quality tools, complexity value stream maps, the DMAIC process, and cycle time reductions are fully realizable.

The principal objective of the symposium was to provide our members with useful information on strategies adopted by practicing Lean Six-Sigma professionals to achieve successful process and quality improvements. Since most of the members attending were practicing quality professionals, the case studies presented hopefully gave them a perspicuous path on how to better guide and support team efforts on their Lean Six-Sigma journey.

Our 3rd Lean Six-Sigma Symposium is planned for Friday, March 27, 2009, at Hofstra University. At the symposium you and your team will benefit from knowledge transfer via planned mini-workshops on how to apply the LSS based Rapid Improvement Methodologies to achieve organizational excellence. Your team members will leave the symposium with insights on how to better guide and support efforts to achieve greater levels of customer satisfaction along with significant improvements in product and service quality.

I look forward to meeting you and your team members once again at the 3rd Lean Six-Sigma symposium on March 27, 2009 at Hofstra University.

**Owen Ramsay, BSChE, MSEE, CQE, CQM-OE, CSSBB
ASQ-LI Chairman**