



**Institute of Industrial Engineers  
Chapter 47, Greater Detroit Area, Michigan**

**NEWSLETTER**

**Mission:** It is the mission of the Greater Detroit Chapter to promote the advancement of Industrial Engineering by providing professional development information and resources to our members and the community.

**November 2010  
Volume 54, No. 3**

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**2010 Lean Six Sigma Symposium Overview**

Crittenton Hospital hosted the 2010 IIE Six Sigma Symposium on Friday November 12th. The event hosted presentations on many aspects of Industrial Engineering and healthcare. This is a special "Six Sigma Symposium" edition of the IIE Newsletter. It is filled with presentation reviews, pictures from the event and other Symposium related information.

Details and pictures inside.....

**2010 LSS Baldrige Track**

One of the four tracks of the Symposium was focused on discussing two of the Baldrige Award Categories. These Categories are the criteria reviewed by the Baldrige Examiners, in their consideration of the applicants of the esteemed award. Kerry Coran, GDC's VP of Finance attended the presentations and provided us with her thoughts and insights.

Full article on page 3.....

**2010 LSS Performance Improvement Track**

Another of the four Symposium tracks was centered on Performance Improvement methodologies and case studies. Our VP of Administration Lanie Dixon explored this track, and returned with new perspectives on PI, as well as an article for this newsletter. As she puts it: "this year's Lean Six Sigma Symposium's Performance Improvement track provided a few new twists on how we as Industrial Engineers can make maximum impact with our PI projects."

See her full write-up on page 4.....

**2010 Upcoming Programs**



- **Wednesday, Dec 8th (6pm)** Annual Holiday Dinner

The GDC invites everyone to Thunderbird Lanes in Troy, MI for some holiday fun! \$10/person incl. pizza, pop and shoes. Please RSVP to president@iiedetroit.org by 12/5

Check out details at Greater Detroit Chapter Website at:

[www.iiedetroit.org](http://www.iiedetroit.org)

2010 Six Sigma Symposium Overview & Lean Workshop Track	Symposium Baldrige Track Review	Symposium Case Study and PI Write-ups
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## **2010 IIE Six Sigma Symposium (LSS)**

### **2010 Six Sigma Symposium Overview**

By: Alex Bohn

This year's IIE Six Sigma Symposium took place on Friday, November 12th at Crittenton Hospital in Rochester Hills, MI. The event was very successful, drawing over 100 professionals and enough speakers to offer four different tracks to choose from. All 8 hours of the event were spent listening to achievements with various IE methodologies and discussing experiences with similar projects with companies around SE Michigan. Although a majority of the presentations were healthcare-centric, the audience came from many different fields and backgrounds.

The entire symposium converged in the morning to listen to Marci Jackson, President of the Society for Health System, who spoke about the cost-saving implications possible simply through increasing quality of healthcare. After a short break, Dr. Steven Mandell, a pathologist from University of Michigan Health System, presented about his initial struggles and ultimate success using Lean principles to improve the operations of U of M's hospital laboratory. The final speaker before lunch was Susan Hawkins from Henry Ford Health System. She gave the audience insight into Henry Ford's "Baldrige Journey" and some of the Performance Improvements that have come about as a result of trying to obtain the prestigious award.

As mentioned above, the Symposium set up four separate tracks focusing on various facets of Industrial Engineering and research. The Lean Workshop used hands-on demonstrations and lecture to give the participants a crash course on Lean principles. The Performance Improvement Tools track was a handful of presenters addressing PI tools and their industry use. The Baldrige Track had two presentations about specific categories in which applicants must prove competency in their pursuit of the award. The fourth track was centered on Case Studies and featured three presentations on successful cases of simulation and patient care.

Feedback from speakers and the audience was overwhelmingly positive. The afternoon tracks covered varied and distinct topics relating to Industrial Engineering and Six Sigma improvement methodologies. This was the second consecutive year that the event was hosted at Crittenton Hospital and the Greater Detroit Chapter would like to extend its gratitude for Crittenton's hospitality and ongoing support for the event and IIE.

### **2010 IIE LSS Lean Workshop Track**

By: Paul Gunnels

The Lean Workshop was a very interactive, hands-on session. Participants were taken through basic lean tools while given a chance to practice in a role-play simulation called the "the cup exercise." The exercise was run several times throughout the afternoon, and each round participants applied more Lean tools to improve processes. The exercise showed how process can be improved so that productivity can also be improved (in this exercise, more than 10 times more efficient!). Topics taught included three key lean concepts; identify value and waste in your processes; use tools to improve workflow and stabilize your work environment. The facilitator of the session was Sue Kozlowski, Manager of Performance Improvement at Henry Ford Hospital in Detroit. Sue has many years of experience working on Lean process improvement in healthcare and had great examples of how the tools taught in the class are used in a healthcare setting.

*The IIE Detroit Chapter #047 has 186 members in the greater Detroit metropolitan area. See our website at <http://www.iiedetroit.org/>.*

*You may contact the following local Greater Detroit IIE Chapter Officer for additional info:  
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### 2010 IIE LSS Baldrige Track

By: Kerry Coran

The 2010 Lean Six Sigma Symposium held at Crittenton Hospital Medical Center on November 12, included a focus on health-care's increased interest in the Malcolm Baldrige National Quality Award. The award promotes excellence in organizational performance, recognizes the achievements and results of U.S. organizations, and publicizes successful performance strategies. Thousands of organizations use this proven improvement and innovation framework as an integrated approach to manage performance excellence to guide their enterprises, improve performance, and achieve sustainable results. In 2010, The Baldrige Program received 83 applications of which 54 were submitted by healthcare organizations. Of those 54 applications, 7 applicants will receive site visits.

Carla Peterson, Client Experience Manager at Press Ganey Associates, Inc. and Senior Malcolm Baldrige National Quality Award Examiner provided detailed knowledge about Baldrige Criteria Category 3 which focuses on the Voice of the Customer. Carla shared her passion around how organizations can better listen to their customers to achieve better outcomes while stressing the importance of ensuring standardized processes are established to achieve sustainable results.

Following the focus on customers, Lucy Young, Director, Corporate Management Services for Henry Ford Health System described her experience with Process Management, Category 6 of the Baldrige Criteria. As a first-year Malcolm Baldrige National Quality Award Examiner Lucy shared the journey of Henry Ford Health System in pursuit of incorporating the structure of the Baldrige Criteria into everyday operations at a large urban health system.

The key takeaway from these experts is that this is much more than just an award to obtain, the Baldrige Criteria allows an organization to systematically drive process improvement.

**2010 IIE Six Sigma Symposium**  
The view from the front of the main auditorium, showing some of the crowd attending the event.



**2010 IIE Lean Workshop Track**  
Participants run through "the cup exercise" to demonstrate Lean principles.



### Membership Info

Total Members: 163

New Members: 2

Members Reinstated: 0

**Over 20 memberships expire in the next 2 months! Please check your membership status & renew if needed. We have a lot of great programs coming in 2011 & you must be a member to take advantage of discounted pricing!**



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### 2010 IIE LSS Case Study Track

By: John Preston

This year's Case Study Track offered some great takeaways!

Margaret Glembocki's presentation on Relationship Based Care gave great insight to Crittenton's journey of changing processes and work dynamics to retarget her organization's focus onto the care of the patient. This long-term effort has resulted in improved customer satisfaction and reduced defects, the hallmarks of an effective lean initiative. Margaret's team's genuine concern for patients' safety and happiness translated into dramatic improvement in Press Ganey scores.

Professor Murat's presentation on using simulation to model the Operating Room of Detroit's VA hospital was a perfect example of how simulation studies can benefit a process. The Professor's research on the OR provided decision makers with predictive tools to better plan resources, thus improving utilization and customer satisfaction. His objective to bring the lessons learned from the Detroit VA to other VAs could revolutionize the way the VA schedules ORs nationwide.

Alex Bohn's Project Management Simulation Game was not only fun to play but offered participants and bystanders the opportunity to witness the importance of understanding and following the critical path of a project. Participants had the chance to "play" a game that involved moving medical equipment from one room to another. The five participants, each with their own objectives, had to collaborate with each other to minimize the length and cost of the project. Just like in real life, mistakes were made and goals were not understood, resulting in project overruns. The game helped highlight the importance of the clarity of a project's objectives and constraints.

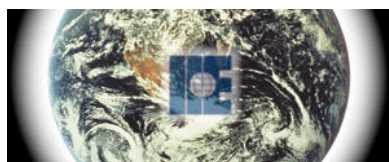
### 2010 IIE LSS Performance Improvement Track

By: Lanie Dixon

The day began with Brock Husby, Senior Lean Healthcare Coach at the Altarum Institute, Ph.D. Candidate in Industrial & Operations Engineering at the University of Michigan. He focused on maximizing effectiveness of continuous improvement by respecting the need to view things from a system perspective where all parts are considered. Husby sees the greatest process improvement opportunity in concentrating on improving the interactions between departments. This method may prove to be more successful than making strides in one particular department and hoping for "trickle down" success.

The next presenter, Beau Keyte, Faculty Member and Instructor at the Lean Enterprise Institute and Partner, Lean Transformations Group challenged our thinking by asking us to examine some of our top down approaches. He outlined how use of A3s can help us engage our team members on every level and help us understand them better. This bottom up approach helps to avoid workarounds and blanket solutions.

The Performance Improvement Track concluded with Khaled Mabrouk, Process Improvement Leader for Sustainable Productivity Solutions who outlined what he calls "The Rubberband Effect". This phenomenon occurs when new ideas and processes are "stretched" to become more efficient, but then slowly retract, as does a rubberband, when process thinking is not driven at all levels.



Visit us on the web at

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