

The background is a gradient of green and blue. On the left side, there is a large, semi-circular scale with numbers ranging from 140 to 260. Several circular patterns, some solid and some dashed, are scattered across the background, some with arrows indicating a clockwise direction.

IT'S NOT ALL ABOUT MANUFACTURING

JERRY ROSENTHAL
ASQ LED PRESENTATION
OCTOBER 14, 2020

CREDENTIALING PROCESS

- Level 1 Trauma Center
- Filed for bankruptcy
- 1848 – 2019 (170 years)
- Patients had to be moved (385 beds)
- Volume was primarily displaced to three other hospital networks
- Process was needed to credential doctors more quickly to new health care systems / hospitals



OBJECTIVES FOR TODAY

- Discuss what we do as practitioners
- Review some fundamental tools
- Examples in Healthcare and Law
- Create and maintain a “customer” mindset
- Tie it all together

ABOUT ME

- Pharmaceutical Manufacturing, Packaging and Distribution
- Lean Six Sigma as Process Improvement methodology
- Green Belt / Black Belt
- Legal Operations
- Master Black Belt
- Articles / Podcasts / Book / Blog
- Teach / Share / Learn / Connect / Promote



WHERE DO WE BEGIN?

Back to the basics:

Sometimes we experience “shiny new object syndrome”

- A new tool
- A new method
- A new philosophy

Don't forget the foundational tools of what we do

WHAT DO WE DO?

Regardless of job title, most of us here today are engaged in the following:

- We identify opportunities to reduce costs and improve cycle time
 - Traditional model
- We identify opportunities to improve the customer experience (CX)
 - Modern perspective

WHAT ARE COSTS?

- Materials
- Direct Labor
- Time
- Overhead





WHO IS THE CUSTOMER?

- Consumer
- Manufacturing / Operations
- Purchasing
- Warehousing
- Receiving
- Shipping
- Material Handling
- Accounting
- Quality
- Engineering / Design
- Maintenance
- Environment, Health & Safety

HOW DO WE DO IT?

- We use tools to understand the current state
- We articulate the gap between the current and future state
- We use data to advise and make decisions
- We prioritize actions to bridge the gap
- We engage stakeholders / process owners
- We take actions (build a team, have a plan, use a methodology)
- We drive for results (KPIs, Metrics)



SETTING THE STAGE

For many of us, we learned the tools of Lean, Six Sigma and Theory of Constraints and how to apply them to manufacturing environments.

We focused on the following:

- Reduce set-up / make-ready / changeover time
- Reduce Downtime
- Reduce scrap / waste
- Increase throughput / yield
- Reduce labor
- Reduce cost / improve margins





TOOLS WE USE

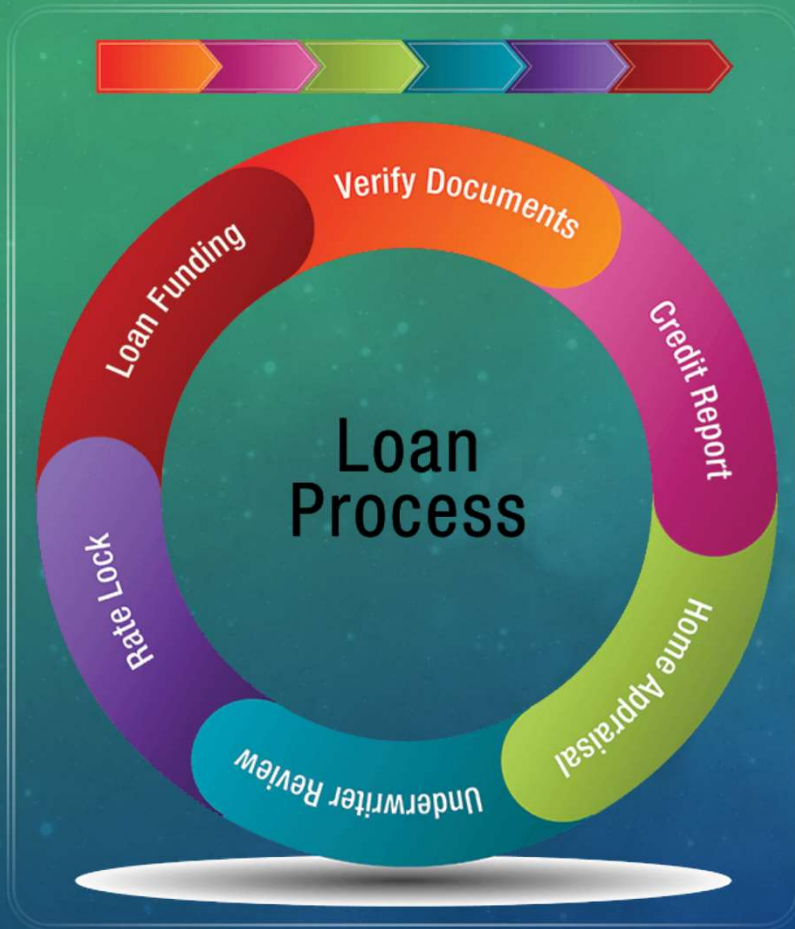
- Gemba
- VoC / VoP / VoE / VoB / VoA
- Problem statements
- SIPOC
- Process Mapping
- Value Stream Mapping
- Process specifications / requirements
- KPIs / Metrics
- 5S / 6S (Safety) / 7S (Security)
- Quick changeover / SMED
- Change Management
- Visual Controls

COMMERCIAL ENVIRONMENTS

All these groups should have defined processes:

- Finance / Accounting
- Sales
- Marketing
- Legal Operations
- Human Resources
- Distribution





EXAMPLES

- Hiring & Onboarding process
- Performance review process
- Order fulfillment & shipping process
- Payroll Process
- AP & AR processes
- CAPA process
- Mortgage & Car Loan application Process

INDUSTRY SPECIFIC EXAMPLES

- Healthcare
 - Pharmaceuticals
 - Hospitals (in-patient)
 - Clinics (out-patient)
- Legal Operations
 - In-house counsel (legal department)
 - Law Firms (clients and partnerships)

Healthcare

HEALTHCARE – HOSPITAL ENVIRONMENT

- Registration Process
- Scheduling Process
- Discharge Process
- Insurance Verification / Re-verification Process

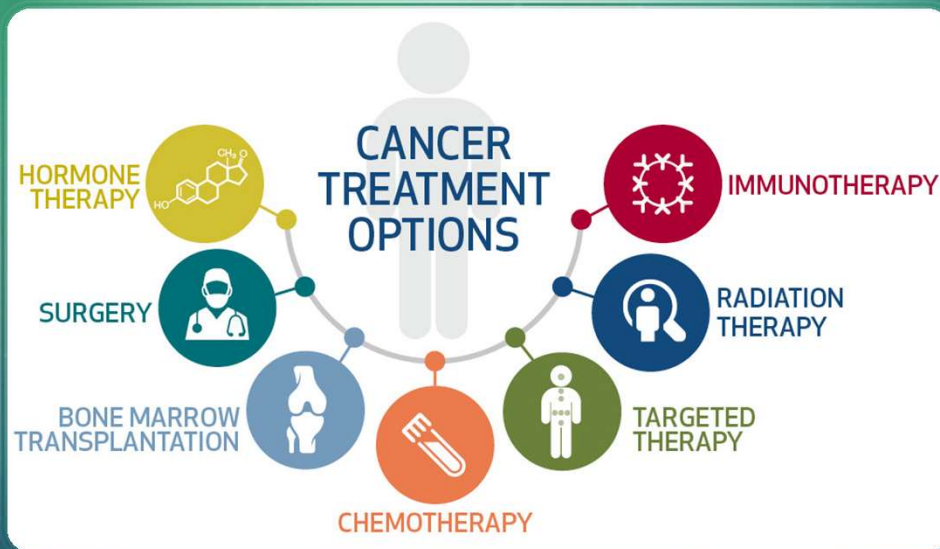




OPERATING ROOM TURNOVER

- Wheels out to wheels in
- Maximize number of procedures per day
- From 90+ minutes to 20-25 minutes
- From 3 to 5 procedures per suite per day

TREATMENT LIFECYCLE



- Diagnosis Process
- Treatment Selection Process
- Protocol Development Process
- Pre-treatment Process
- Treatment Process
- Post-treatment Process

Legal

LEGAL OPERATIONS

- What is it and why is it important?
 - Traditional retainer model no longer works (adversarial)
 - Fixed Fee structure was short lived (no-frills model)
 - Partnering with clients and outsourcing commodity work is the now and future
 - RPA / AI are finding their way into Legal Ops

LEGAL (LEGAL OPS)

- Client Intake Process
- New Matter Intake
- Billing / Fee Process
- Discovery Process
- Filing Process
- Notification Process
- Court Procedures
- Resolution Process



FROM AN ARTICLE ABOUT LEGAL DESIGN

- Large law firms typically have two broad functions, the legal practice ("the practice of law") and business operations ("the business of law").
- "Lawyers tend to underestimate or are unaware of the scope, complexity and importance of the business functions of a law firm, while the operational talent tends to slip into a servant mindset (passive and reacting) rather than a growth mindset (active and provoking) . . . In short, neither side truly understands one another."



CHALLENGES FOR IN-HOUSE COUNSEL

- Uncertainty on business issues
- “Issues” are “thrown over the fence”
- Business decision or Risk call? (Is Legal input required)
- Business decision are pushed back to proper decision makers

Foundation

THREE PILLARS OF LSS

- Reduce / eliminate variation
 - Some variation may be acceptable
 - Reduction in variation will give you a predictably bad process
- Reduce / eliminate waste
 - A predictably bad process can become a predictably better process
- Create standard work
 - What is real standard work?
 - Who / what / duration (target) / artifact (output)



FOCUS ON THE CUSTOMER EXPERIENCE (CX) KEY SUCCESS FACTOR

Focusing on the customer instead of the traditional model of reducing fixed and variable costs (labor, waste, etc.) is a perspective that is a better fit for non-manufacturing processes (cycle time reduction improves CX)

- Who is the customer?
 - Internal
 - Next person / group / department
 - External
 - End user / consumer
 - Patient / Provider / Payer
 - Client / Firm / Represented Party



CALL TO ACTION

How can you get started:

- Talk to leaders and stakeholders
- Identify opportunities which support the core business function
- Get some quick wins (Kaizen, GE Workout, etc.)
- Take on larger scale opportunities
- Always communicate the link to core business functions



LEADERSHIP ENGAGEMENT



A team can design the best processes but without leadership engagement throughout, success cannot be achieved



Build relationships early and often with leaders and stakeholders so all can share in the wins

WE ARE ALL LEADERS

Some Key characteristics of leadership:

- A vision & purpose which is shared often
- Empowering people (tell people what and allow them to figure out how)
- Delegating & holding people accountable in a fair and consistent way
- Listening and being present (put down the cell phone)
- Asking good questions (tell me more)
- Emotional intelligence (empathy)



THE INTERSECTION OF PROCESS IMPROVEMENT, LEADERSHIP (AND LIFE)

- You can't have one without the other
- This intersection transcends into life as well
- Building capabilities in process improvement and leadership will also impact your life outside of the workplace
- It might sound like common sense
- Common sense does not always translate into common practice

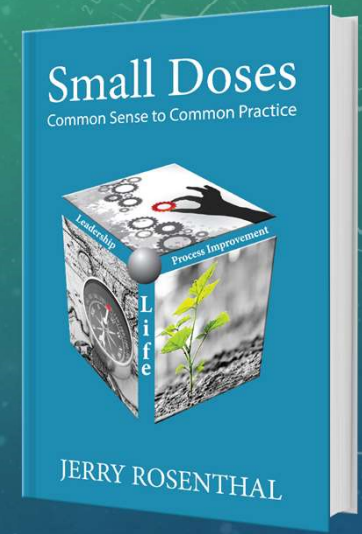


CHESTERTON'S FENCE

The principle that reforms should not be made until the reasoning behind the existing state of affairs is understood. There exists in such a case a certain institution or law; let us say, for the sake of simplicity, a fence or gate erected across a road.

MY BOOK & NEWSLETTER

- Small Doses: Common Sense to Common Practice
 - Process Improvement, Leadership & Life
 - 18 thought pieces which can be read and discussed in any order
 - <https://www.amazon.com/Small-Doses-Common-Sense-Practice/dp/1942489749/>
- Smaller Doses
 - More stories and examples of Leadership & Life
 - smallerdoses.substack.com





Jerry Rosenthal, Lean Six Sig...

#SmallDoses Business
Process Improvement Le...



CONNECT WITH ME

- [Linkedin.com/in/jerryrosenthal](https://www.linkedin.com/in/jerryrosenthal)
- jerryrosenthal@gmail.com
- Jerryrosenthal.com

THANK YOU

ASQ LED

IT'S GOOD THAT YOU CAME TODAY

Q&A