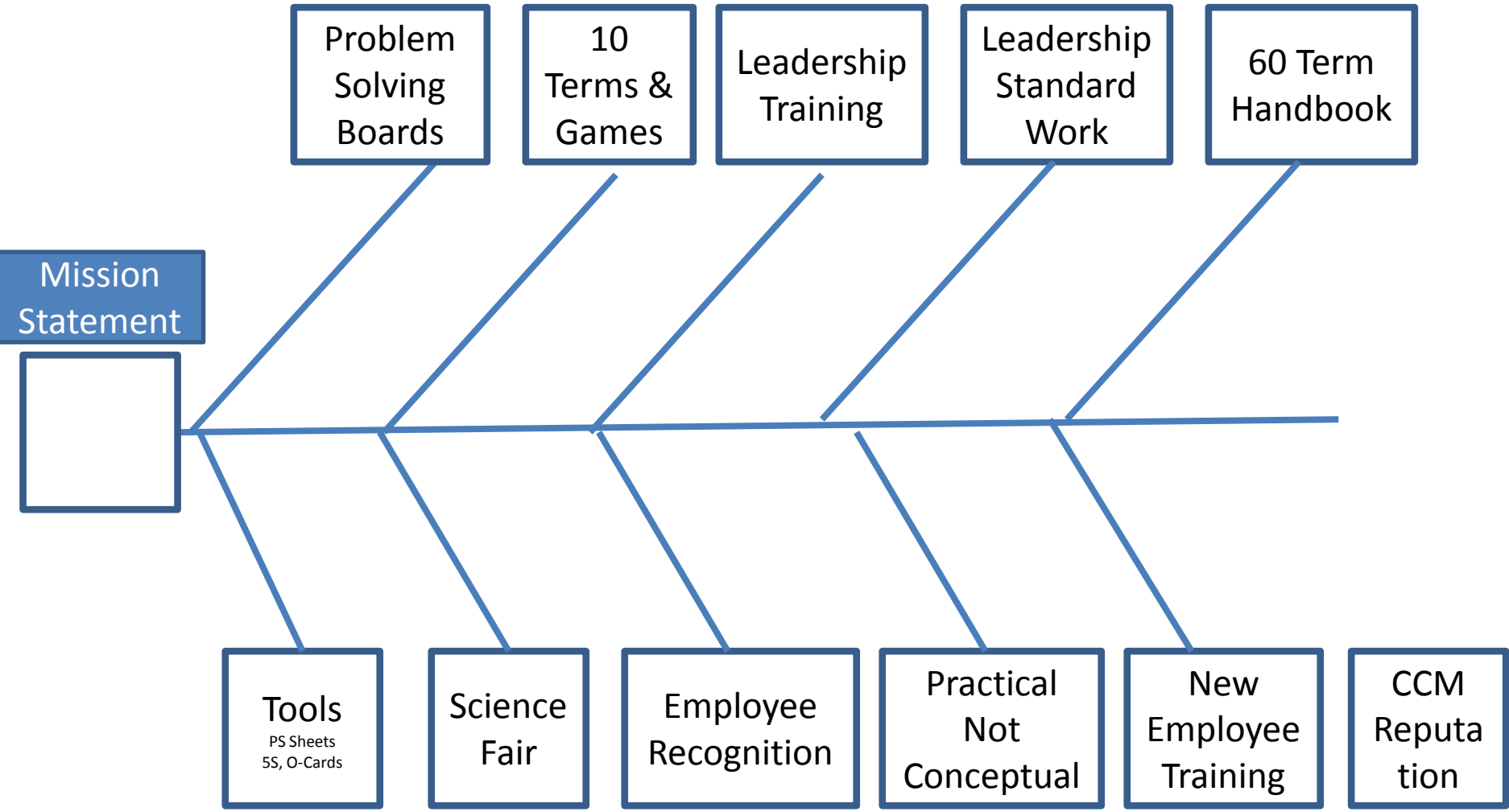


Lean Program Attributes



Potential Countermeasures to Close Gaps (2015)

“Keep our employees in the facilities”

1. Develop “Lean Handbook” reference guide for facilities

- Approachable: Scrub Japanese terms
- “Make the Lean Handbook Live”
- Develop Standard Work to support the Lean Handbook
- Add Video enhancements

2. Re-tool New Employee Training

- Insert Lean at the beginning of On-Boarding (Julieanne Brandolini)
- Investigate alternative training methods (Videos / Healthstream / Outside resources)
- Develop a Training Matrix / Checklist

3. Lean training needs to be more practical

- Less conceptual/abstract; more hands-on
- Problem-Solving Boards

4. Launch Idea Generation Boards in all departments

- 2014: 1.6 ideas per employee
- Involve the entire team in teaching & reinforcing concepts

5. Employee recognition program

- Recognize Idea generation & Problem-Solving
- Q12 as a barometer

6. Employee Review Process

- Reinforce “Lean as a requirement of my job”
- Job Description Review

7. Leadership Standard Training

- Appropriate for all roles
- Develop LT trainers / mentors

8. Leadership Standard Work to Support Culture

- Develop for all levels of LT



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•Julieanne Brandolini
•Angie Heiser
•Andrew Pina
•Roberto Martinez
•Elisabeth Moeller
•Alyssa Regalia
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