

Applying Lean Business Principles to Northumberland's Public Sector Operations

NORTHUMBERLAND COUNTY, August 12, 2008. The Northumberland Hills Hospital (NHH) and the Northumberland Community Futures Development Corporation (Northumberland CFDC) are pleased to champion a two-day management training workshop entitled, ***Implementing a Culture of Continuous Improvement***, led by Lean expert Ron Bercaw. The workshop will take place at NHH on September 16-17, 2008.

"This is about taking business management principles that have worked for companies like Toyota, and determining how they can be successfully transferred to a non-manufacturing setting," says Elizabeth Vosburgh, Northumberland Hills Hospital's Director of Human Resources and Risk Management.

"NHH is looking at a powerful value-added management decision process and we are pleased to support them through the Government of Canada's *Eastern Ontario Development Program*," said Wendy Curtis, General Manager of the Northumberland CFDC. "Ron Bercaw is highly effective in helping organizations improve overall customer satisfaction and overall organizational effectiveness."

"NHH works hard at fostering a corporate culture of continuous improvement," added Vosburgh, "We're very excited about having a close look at our own business practices from a customer-driven perspective, to see if there are opportunities for both efficiencies and improved patient care that we may have not yet identified in our own reviews."

In order to do this, NHH is bringing in Ron Bercaw, President of *Breakthrough Horizons Ltd.*, and a leading expert in Lean principles. Mr. Bercaw has international experience in public and private sector applications and has consulted widely in the Canadian healthcare system.

Coming out of a recent four-day workshop in Newmarket with the Central LHIN (Local Health Integration Network) Bercaw believes that one of the largest barriers to implementing changes to a management system can be achieving consensus amongst providers. "Champions will be needed," he said.

"Ten slots are still available for the upcoming workshop, for public sector, not-for-profit and charitable organizations interested in the benefits of applying lean principles in a non-manufacturing environment," Vosburgh notes. "We are pleased to share this opportunity with the community at a fraction of what the training costs would normally be. Interested community organizations may contact Wendy Perry-Rowe at 905-372-6811, ext. 4018."



Northumberland
Community Futures Development Corporation
Société d'aide au développement des collectivités

For more information, please contact: Jennifer Gillard, Director, Corporate Communications, Northumberland Hills Hospital @ 905 377-7757 or by email: jgillard@nhh.ca, or; Kris Duncan, EODP Coordinator, NCFDC @ 905-372-8315 ext. 241 or by email: kris@northcfdc.ca

About the Northumberland Hills Hospital

The Northumberland Hills Hospital (NHH) is located approximately 100 kilometres east of Toronto. The 137-bed acute care hospital delivers a broad range of services, including emergency and intensive care, medical/surgical care, complex/long-term care, rehabilitation, palliative care and obstetrical care. A variety of ambulatory care clinics are also offered at NHH. In addition to these, NHH also sponsors a Community Mental Health Centre and an Assertive Community Treatment Team. The hospital serves the catchment area of west Northumberland County. A mixed urban and rural population of approximately 60,000 residents, west Northumberland comprises the Town of Cobourg, the Municipality of Port Hope and the townships of Hamilton, Cramahe and Alnwick/Haldimand. NHH employs close to 600 people and relies on the additional support provided by physicians and volunteers. NHH is an active member of the Central East LHIN. For more information, please visit www.nhh.ca.

About the Northumberland CFDC

The Northumberland Community Futures Development Corporation (NCFDC) supports community economic development in order to help strengthen and diversify the local economy. As community-based, non-profit organizations, CFDCs are governed by a board of local volunteers and staffed by professionals who encourage entrepreneurship and the pursuit of economic opportunities. The three core services offered by the Northumberland CFDC are; *Access to Capital*, *Business Counselling & Mentoring*, and *Community Economic Development*. For more information, please visit www.northcfdc.ca.

About the Eastern Ontario Development Program

The Third Round of the Eastern Ontario Development Program (EODP) is a \$10 million, short-term contribution to a program aimed at addressing socio-economic challenges in rural Eastern Ontario. The EODP is managed by FedNor and is delivered by the 15 Community Futures Development Corporations located throughout Eastern Ontario. The funding, from the Government of Canada, will allow rural Eastern Ontario communities to pursue the creation of a competitive and diversified regional economy through investment in community economic development, small business growth and job creation. The EODP consists of six funding elements including; *Business Planning*, *Skills Development*, *Youth Interns*, *Local Initiatives*, *Community Capacity* and *Access to Capital*. For more information, please visit <http://www.ic.gc.ca/epic/site/fednor-fednor.nsf/en/fn02931e.html>.

About Lean – or “Toyota Production System”

Lean manufacturing or *lean production*, which is often known simply as "Lean", is an optimal way of producing goods through the removal of waste and implementing flow, as opposed to batch and queue. Lean manufacturing is a generic process management philosophy derived mostly from the Toyota Production System (TPS). For many, Lean is the set of "tools" that assist in the identification and steady elimination of waste. As waste is eliminated- quality improves, while production time and cost are reduced. Examples of Lean "tools" are *Value Stream Mapping*; *Five S*; *pull systems*; and *error-proofing*.

The Five Principles of Lean

1. Specify what creates value from the customer's perspective
2. Identify all the steps along the process chain
3. Make those processes flow
4. Produce only what is pulled by the customer
5. Strive for perfection by continually removing wastes

About Workshop Facilitator Ron Bercan

Ron is the President of Breakthrough Horizons, LTD, a management consulting company specializing in World Class Improvement through the application of the Toyota Business System, more commonly known as "lean". With over 17 years of experience as an executive in operations, his lean management experience was gained through enterprise wide transformations in 3 different industries including custom packaging, power reliability electronics assembly, and test and measurement products. Educated at

Purdue University, he learned the details and disciplined applications of lean principles, habits, and tools from both the Shingijutsu Sensei and their first generation disciples. Ron has 5+ years of consulting experience in the healthcare sector (US and Canada Health Systems including primary care, acute care, and community applications of both clinical and back shop improvement), the commercial sector (administration, manufacturing, distribution, supply chain, engineering), and the public sector (US Army, US Navy, US Air Force including MRO, Pentagon, and Surgeon General Assignments).