

La Crosse - Winona

Section Newsletter

April, 2007

Quotes:

Don't cross the bridge
until you get to it.
— English Proverb

Do more than is
required. What is the
distance between
someone who achieves
their goals consistently
and those who spend
their lives and careers
merely following? The
extra mile.
— Gary Ryan Blair

Men make history, and
not the other way
around. In periods
where there is no
leadership, society
stands still. Progress
occurs when
courageous, skillful
leaders seize the
opportunity to change
things for the better.
— Harry S. Truman

Quality Link of the Month:

<http://elsmar.com/>



April Meeting: Tour La Crosse Sign Company

Location: La Crosse Sign Company
1450 Oak Forest Drive, Onalaska, WI
When: Tuesday, April 17, 5:30pm
Phone: 507-453-4594

We will have a tour and introduction to the La Crosse Sign Company presented by Paul Fuchsel. We will get a view of how they instill quality in their processes and products, view how they measure themselves against competitors and much more.

5:30 - Arrival at 1450 Oak Forest Drive
Onalaska, WI 54650 (Located at the intersection of I-90 and Hwy 157)
5:45 - Start tour and presentation
7 PM - dinner at Famous Dave's

The meeting cost is \$15.00 for members, \$8.00 for student members. Please RSVP by replying to the E-vite, or you can contact Alan Spalding directly at: alan.spalding@bench.com

ASQ La Crosse-Winona Section Nominations for '07-'08

Our succession plan provides for nominations of Chair, Chair Elect, and Treasurer. These nominations are listed below, with the addition of a nomination for Secretary. If, as a section member, you have additional nominations for any of these four positions, please notify Dan Rand (drand@winona.edu) Nominations outside the nominating committee require a petition of nomination signed by at least 10 members. If there are no other nominations, we will designate these people to these positions on May 17.

- Section 1216 Chair - Scott Braaten, Trane Company
- Vice Chair & Chair Elect – Randy DeGier, Trane Company
- Treasurer – Byron Collins, Benchmark Electronics
- Secretary – Mohammad Hassan, TRW

Upcoming Events for the 2006-2007 Year

The following is a list of tentative upcoming events for the 2006-2007 year. Meetings will be held on the 3rd Tuesday of each month, unless otherwise noted.

5/17/07 – May – Spring Conference – tentative (Thursday)
5/19/07 – June – Annual celebration meeting – Marv Seppanen's winery

Save the Date!

ASQ La Crosse / Winona Spring Conference - Quality in International Commerce
Thursday, May 17, 3 – 8 PM on the Winona State campus, including Dinner

Speaker source and topics:

- Yvonne Halpaus, from QNet – Environmental issues in international trade (focus on EU) with Aimee Siegler from Benchmark
- Claudia Knowlton-Chike, from Motorola - International Supply Chain Management.
- From Regal Beloit (Black River Falls, WI) - Six Sigma/ quality training at international sites.
- From ASQ Headquarters - Keynote - Quality in international commerce
- From Fastenal – Consulting for other companies to do outsourcing

Watch for a special announcement of more Section Conference details soon!

Section Achievement - Gold Excellence Award

March 14, 2007

Dear Gold Excellence Section Committee,

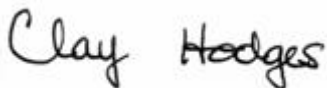
Congratulations! Your Section has achieved SMP Section Excellence, Gold Level for the year 05-06. This is a great performance achievement for your Section and it reflects favorably on your Member Leaders and Regional Director. Your accomplishment of meeting or exceeding the Society's objectives in member satisfaction, loyalty and retention helps to make your Section, your community and ASQ stronger. I look forward to shaking the hand of your representative and Regional Director at the 2007 ASQ World Conference in Orlando, FL.

Two versions of the Section Excellence Gold Mark of Excellence will be sent by email. You may use this on Section materials to let others know of this achievement.

***Please note that the logos will be available in other file formats if needed. ***Contact Leta Thrasher at lthrasher@asq.org for another format.

Congratulations again on this accomplishment and my thanks to the Member Leaders for their efforts.

Regards,



ASQ Section Affairs Council Chair

Note from our Chair: Here is good news that I wanted to share. Thanks to Aimee (Siegler) and last year's Board for our achievement!

Dr. Daniel Rand

Notes from the Chair

How Does the Quality World View Six Sigma Today?

I read with great interest two articles on "Sick Sigma" in Quality Digest. I can't recommend them as useful reading to you, but I did want to share a letter that I sent in response. The editors decided that my letter was too long to publish in Quality Digest; I cannot disagree with that. I hope my letter stands by itself as the view of Six Sigma as a valuable method for quality improvement in 2007.

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Comments on "Sick Sigma, Part 2"

I was a member of the group of 15 IBM statisticians that wrote the position paper on Six Sigma in 1990, referenced in Dr. Anthony Burns article, "Sick Sigma, Part 2". I was working as a statistician and internal quality consultant at IBM's Baldrige-winning site in Rochester, Minnesota at the time. Dr. Burns has interpreted correctly our views of Six Sigma within IBM in 1990. But his critique in the "Sick Sigma" articles is based on the state of Six Sigma as a "proprietary methodology driven by a private company" as it was at Motorola in the early 90's, and then at the Six Sigma Academy. The more general Six Sigma business improvement strategy as I know it, as companies such as General Electric and consultancies such as Smarter Solutions have implemented, bears little resemblance to the Motorola's Six Sigma definition of 1990.

I agree that focus on sigma level measurements, a target of 3.4 defects per million opportunities, and the existence of a 1.5 sigma shift in the process mean are misguided. But these issues do not "shake the very foundation of Six Sigma," at least not in its 21st century implementation. These issues are irrelevant under the best, modern Six Sigma initiatives that strive to improve processes which generate the highest quality costs. J. Stuart Hunter (2002) and Box and Luceno (1997)

have published results that indicate shifts and drifts in a process mean may well run to levels of 1.5 sigma in processes that aren't kept to the most strict, classical rules of statistical process control. More importantly, they write that the magnitude of shifts and drifts can be estimated for any process. When a shift in a process mean causes a negative impact to quality, the related process problem is prioritized and can then addressed by means of a modern Six Sigma improvement project.

I have heard consultants and engineers joke about fixing a problem by widening specifications, but no one worth paying to manage or improve processes views this as a serious means to improve quality. They view the Taguchi loss function as being applicable to most processes, leading to a goal of "on target with minimum variance." Dr. Burns stated that "Its [Six Sigma's] appeal to management was its ability to reduce defects to a claimed level of 3.4 defects per million opportunities." I believe that its strongest appeal arises from two other characteristics. First, modern Six Sigma provides the means to identify processes that have the biggest negative impact to customers and improve them in a strategically prioritized order. Secondly, it provides a strong framework for process improvement through Define – Measure – Analyze – Improve – Control.

Organizations that still implement the 1990 version of Six Sigma have been left in the dust. They may indeed be part of the set of companies that trail the S&P 500. But I'm sure that companies which follow and continue to improve upon General Electric's cost-focused, project-oriented version of Six Sigma outperform those companies that are still striving for 3.4 defects per million opportunities in every process.

References:

J S Hunter, "Shewhart Charts And Serially Recorded Data," *Quality Progress*, February, 2002
GEP Box & Luceno, *Statistical Control by Monitoring and Feedback Adjustment*, Wiley, 1997

Dr. Daniel Rand
Rochester, Minnesota

ASQ Section 1216 Meeting Minutes from 03/20/07

1. The meeting started with Glenn Nastachowski from Regal Beloit discussing his job and the challenges that he faces.
2. Discussion after pizza was on the need for a financial institution that had more options and more offices so that it would be easier for the treasurer. A motion was made to have the treasurer look into options. Motion passed unanimously
3. Discussion on section scholarship. Aimee is going to check with Chris Parker on the current status
4. Dan reminded all current board members that they need to finish their position training on the ASQ website, and look forward to the position(s) that they would like to hold next year. [We need to fill the Secretary position.](#) If anyone is interested in volunteering for a Board position, please contact Dan Rand. Elections will be held in April.
5. Aimee talked about the National elections and bylaws changes that are upcoming and asked that members research and vote as there are some important changes being proposed. She mentioned that [the bylaws change is proposed due to the high cost of having to re-ballot if there is not a majority. It is important for all members to vote in this election.](#) <http://www.asq.org/mr/2007-society-election.html>

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6. Our Section has received a Gold award for SMP thanks to the effort of the previous board. This will be presented at the World Conference on Quality in Florida. [Our section gets one discounted ticket to the World Conference. Please contact Dan if you are interested.](#)

7. Our Spring conference is currently scheduled for May 17th at Winona State. Planning is well underway. Glenn N. will work on a speaker for Global Six Sigma, Aimee S. is working on the Keynote speaker, Marv S. will contact Fastenal for outsourcing and Dan R. is working on Supply Chain Management. If you wish to participate in planning activities, please contact Dan Rand.

Submitted by Byron Collins
Section Secretary

Notes from the February Tour of Winona Health

February 20, 2007 - Tour of Winona Health

Winona Health hosted our ASQ1216 section members to a well-organized tour of their new facilities and an enlightening presentation of their Lean Projects. Kathleen Lanik and Cathy Fangman of Winona Health were our very knowledgeable guides. The new hospital's facilities proved very welcoming. In fact, when we first entered the facility, music was playing that a new baby had been born!

The New Winona Health

The \$32 million investment created an MRI unit inside the facility in place of the external mobile unit. It also established a new Outpatient Diagnostic Center, helipad relocation to the roof, new operating rooms, and the city's first parking ramp. According to the Tour Guide Information packet, the hospital has nearly 1,000 employees and 350 volunteers. Over 50 physicians serve Winona Health and have access to Community Memorial Hospital.

Winona Health has a commitment to Quality through its Four Quality Standards of Safety, Courtesy, Performance, and Effectiveness. Every unit also has a "Dashboard". Training is key as each employee is required to complete 20 hours of training annually.

Winona Health goes Lean

President Rachelle Schultz was an early proponent of Lean Principles. In February 2005, Winona Health received a three-year grant and pursued Lean Initiatives. Lean started with an initial group of 52 employees.

A brief timeline of Lean events follows:

June 2005	Lean Launch
July-Sept 2005	Leadership Courses
Oct 2005	Overview of Lean Thinking
Oct-Nov 2005	Seven Lean Courses and Projects were chosen
Aug 2006	Lean Team Presentations of Project Results
Jan 2007	Winona Health became "Hardwired" for Lean

Upper Management did not choose the projects. The first projects were chosen by the eventual 48 Lean Team members who were trained by Kim Schneider of Winona State University.

These Project Areas were:

- 1) Patient Flow Pre-service—registration time dropped 37%
- 2) Patient Workflow—time to get a bed (bed availability) in the Emergency Department dropped from 17 minutes to 2 minutes
- 3) Discharge process/Planning/Education—Time from discharge notice written to bed available dropped from 230 minutes to 162 minutes
- 4) Catering process—5S Lean and web-based menu availability
- 5) Emergency Department throughput/satisfaction increased from 76.9% to 78.9%
- 6) Supply Management—time to find an item in a stockroom decreased from seven minutes 23 seconds to just 15 seconds!
- 7) Nursing Documentation—dropped from 37 minutes to 19 minutes through the use of movable terminals

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Performance Soft is the tracking software for the projects and links the key components. Cathy and Kathleen spoke of Living Performance Excellence (LPE) and Living Service Excellence (LSE). In implementing excellence, many familiar tools are used such as: Lean, By Design Matrix, Root Cause Analysis, FMEA, Performance Evaluations, and Role Summaries, among others. The familiar Plan, Do, Check, Act has been transformed by Winona Health into STEP: See the opportunity, Team Up, Evaluate, Proceed. Winona Health has also established a Winona Health University Leadership Academy.

Winona Health Lean Goals

The goal is for every Winona Health employee to be trained in Lean Principles within three years AND participate in one lean project. All new employees receive Lean training.

In establishing its goals, Winona Health uses national and state benchmarks. Kathleen and Cathy noted that many of the Leadership Staff have received training through the renowned Disney Business Institute.

Some of the questions from our ASQ members focused on tracking and evaluating the cost savings of implementing Lean, as well as the number of hours spent on Lean projects in addition to employees' regular job responsibilities. Top management ensures that the Lean Team members are allowed time from their normal job activities to dedicate necessary time to implementing the Lean Projects.

The evening was very informative to our ASQ 1216 Section members.
Thank you, Winona Health, and Cathy and Kathleen!

By Rod Baker
RiverSide Electronics

JOB POSTINGS:

Benchmark Electronics, Inc. - There are several positions open in the Engineering departments at the Winona facility:

(Design) Hardware Engineering Leader (W07-005)
(Design) Sr. Mechanical Eng, New Brighton(W07-006)
(Design) Sr. Software Eng, New Brighton (W07-017)
Process Engineer - 2nd shift (W07-004)
Product Quality Technician (W07-021)
Sr. Test Technician - 2nd Shift (W07-049)
Sr. Test Technician - 4th Shift (W07-048)
Supplier Development Engineer (W07-011)
Supplier Development Engineer (W07-012)
Supplier Development Technician (W07-015)
Test Engineer (W07-018)
Test Engineer (W07-019)
Test Technician - 1st Shift (W07-023)
Test Technician - 2nd Shift (W07-009)
Test Technician - 4th Shift (W07-050)

Please visit the website to view postings and contact information:

http://www.bench.com/viewer/employment_listings.asp?Location=Winona%2C+MN

2006-2007 LA CROSSE - WINONA SECTION BOARD ASQ SECTION 1216

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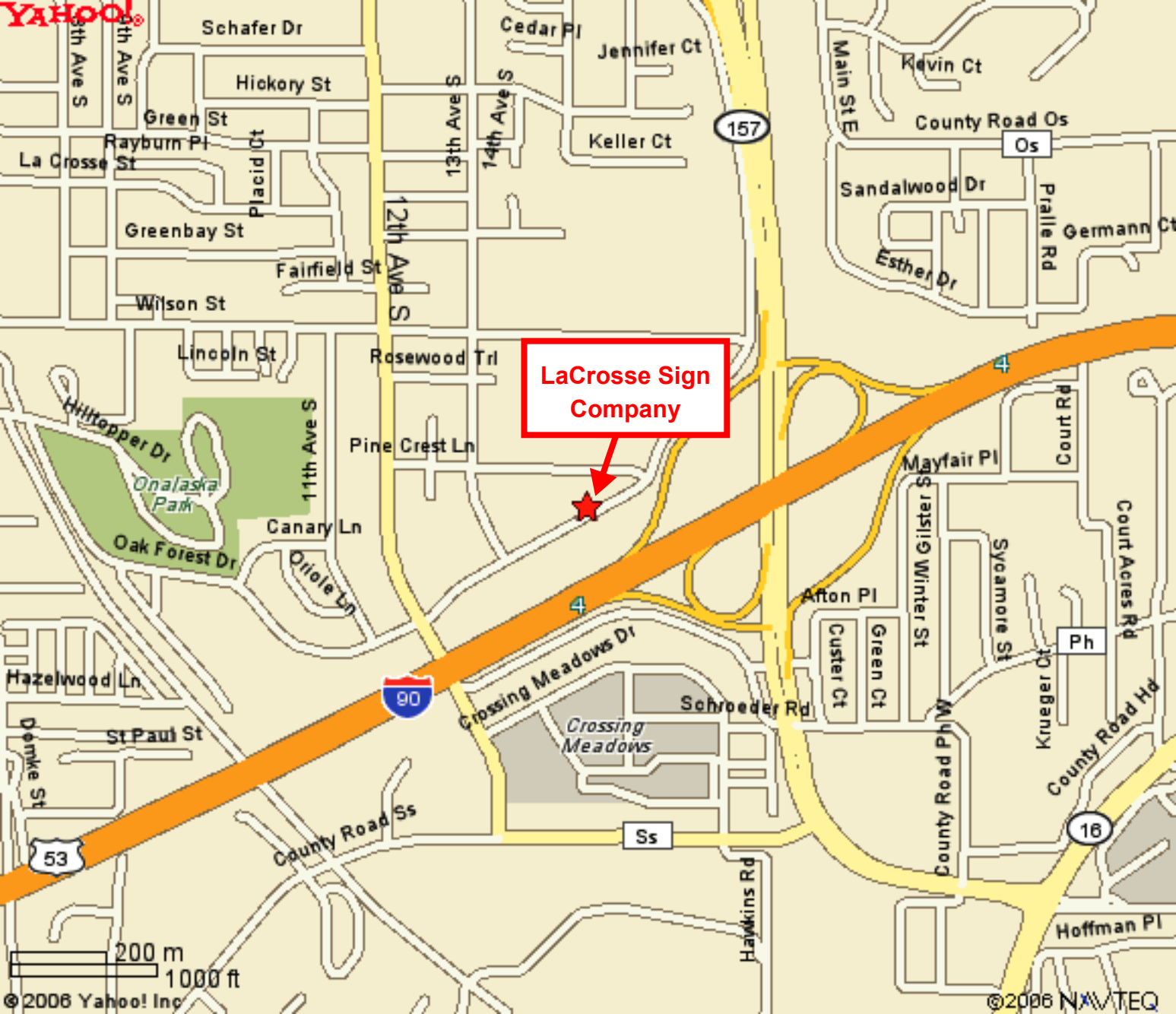
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Our Sponsor:



PLEASE CHECK OUT THE SECTION WEBSITE AT:

<http://www.asq1216.homestead.com/>



LaCrosse Sign Company



200 m
1000 ft

The Minnesota Council for Quality cordially invites you to the 16th Annual 2006 Minnesota Quality Award reception



Date: Tuesday, May 15, 2007

Time: 5:00 PM networking
6:15-7:30 PM program

Location: Sheraton Bloomington, Minneapolis South
Grand Ballroom
7800 Normandale Blvd (494 & Hwy 100)
Bloomington 55439

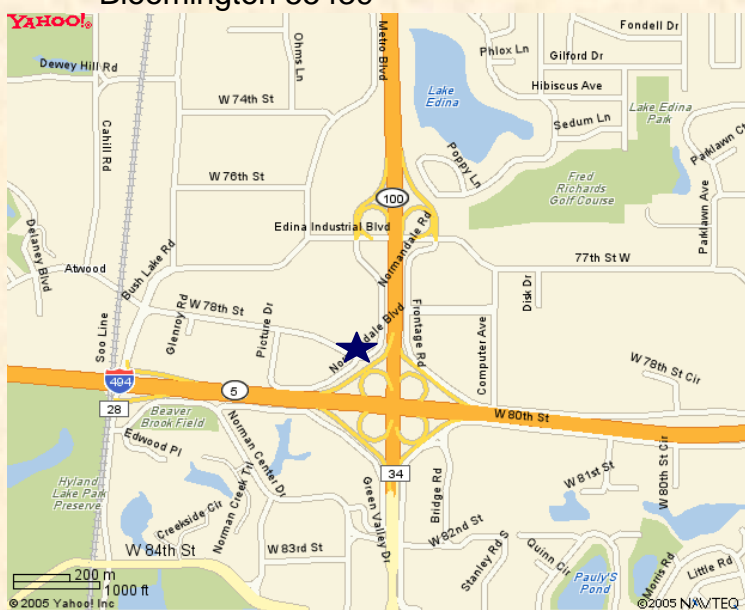
What: 16th annual event to recognize the 2006 MQA recipients (**Albert Lea Medical Center, Austin Medical Center, Dakota County, Mayo Cardiovascular Diseases, Mayo Health System, Stewartville Public Schools, Triton Public Schools, and Winona Health**), to thank our Board of Evaluators and other volunteers, to network, and to celebrate.

Gov. Tim Pawlenty invited to present Awards.

Who Should Attend: Anyone interested in learning more about organizational improvement (and networking with a community interested in the same); current, past, and prospective Award recipients; current, past, and prospective Evaluators; current and prospective Council members.

Suggested Contribution: **Free** for employees of 2006 Award recipients and 2006 Evaluators; \$20 for Council members and Award recipient guests; \$30 for Council partners; \$40 for the public; \$140 for a group of 8 registering together. Hors d'oeuvres & cash bar available.

Call 612-462-3577 or email brian.lassiter@councilforquality.org.



Silver Sponsors:



Bronze Sponsors:



To register, please email brian.lassiter@councilforquality.org or call 612-462-3577 before May 5.