



Quality Currents

Newsletter of Harrisburg Section 503

Serving the Quality Profession Since 1953

December 2008

Executive Committee 2008-2009

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Harrisburg Section Home Page:

www.asq-harrisburg.org

Section Officers can be e-mailed

Chair's Message:

Greetings Everyone!

As I reviewed our section newsletters from last year to gauge our progress, I saw that we were having a lot of difficulty getting our newsletter to you on time. That led to the decision to email our newsletter to all of you. Initially this change required a large effort from some of the executive committee members. As a direct result of this work, I'd like to report that our section newsletter is being delivered to you much earlier than before. Emailing the newsletter also saves our section hundreds of dollars each month. A special thanks goes to Dave Fisher who is directly responsible for emailing the newsletter to each of you.

At our November 12th meeting JR McGee gave us an excellent presentation which was followed by a spirited Q&A session. The meeting was well attended and from all accounts was a great success. I hope JR's schedule permits him to speak to us again in the future.

As a way of saying thanks, our section has begun to provide our presenters with certificates of appreciation and either a gift basket or a gift certificate to a restaurant. If any of you have other ideas about gifts that would not only be appropriate, but would have some of the local flavor of our unique part of the country please email me your suggestions. I also want to remind everyone that I'd love to hear from you if you have an idea about increasing value for the members of our section.

On December 10th, Scott McNair, Director of Performance Improvement and Operations Research for WellSpan Health (<http://www.wellspan.org/>) will be sharing what he has learned from "Applying Lean in a Healthcare Setting". In particular, Mr. McNair will discuss Gettysburg Hospital's "in house" Lean initiatives. I'm looking forward to learning more about Lean, enjoying a delicious dinner at the Yorktowne and most importantly getting to know more of you. I hope to see you at the Yorktowne on December 10th.

John Reibson
Section 503 Chair

COMMITTEES

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Education	John Sharp	717-810-3315			

Local, Harrisburg Section 503 News:

- Harrisburg Section members involved in the 21st Quality Management Conference.

Three of our section members are playing an active role in the Quality Management Division. John Sharp is the QMD Vice Chair for Membership. Dave Little is Vice Chair of Face-to-Face Initiatives (in charge of conference from planning to execution) and Tom England is one of the Keynote Speakers at this year's conference.

Some details on the conference itself:

- Conference schedule: March 5-6, 2009 at the Hyatt Regency Irvine, Irvine CA.
- Pre-conference courses offered March 2-4—include refresher courses for CQM/OE, CQE, CQA, CQIA, CQPA & CQSE.
- Certification exams, March 7.

Registration is available online at <http://www.asq-qm.org/>

ASQ News:

Quality professionals must cultivate success in their 'organizational gardens'

Quality professionals are constantly confronting practical questions that are always specific to the organizations they serve: How do we grow our quality efforts? How can I keep my organization's approach to quality vibrant? How do I keep the leadership focused on quality? Should we be changing the focus of our quality program? How do I transplant a successful quality endeavor from one part of the organization into another?

Many quality professionals understand that the answers to these questions require the ability to envision their organizations as living entities, existing within their understanding of systems theory. This requires quality professionals to function along the lines of organizational gardeners who cultivate their organizations so they can produce beauty on many levels.

A basic approach

Regardless of whether an individual is an organizational gardener in a manufacturing, healthcare, service, government, education or not-for-profit setting, the task of tending to an organization can be difficult because it's easy to lose sight of four basic gardening principles:

1. **Expect the seasons.** Start with the premise that everything changes and that no action you or your organization takes will ever be permanent. Your task is to study your organization as it exists right now, to think about how it can be improved, and then to perform the necessary pruning, spraying, transplanting and other actions.
2. **It is all an interconnected ecosystem.** Each organization is a complex system of interconnected parts that exists within an even larger ecosystem of social, economic and political conditions. The term "unintended consequences" is just another way of saying we didn't think things through from a systems perspective before we implemented change.
3. **Don't spray everything.** Just because you own a set of garden tools does not mean you are a gardener. It is important to have a variety of tools and even more important to know when to use them and when not to use them. Don't spray the herbicide on everything in sight just because you have it.

Most quality professionals have experienced a time when their organization went overboard with a particular tool and attempted to apply it in an uncritical manner. This causes cynicism about quality simply



responding to the fad of the month.

4. **Get dirty.** Organizational gardening requires a lot of hard work and the mastery of a complex body of knowledge (BoK). This mastery only comes through a process known as praxis, in which we use our understanding of theory to inform our practice and use our practical experiences to reflect on and refine our understanding of theory.

Alter your perception

We sometimes get in a rut when it comes to how we approach organizational issues and the perspective from which we understand organizational gardening. Research into how the mind functions suggests our perceptions about quality and our preferences for approaches might be influenced by our brain preference, leading us to ask whether we are left-brained or right-brained gardeners.

For the purposes of helping quality professionals think about getting dirty as organizational gardeners, it could be useful to look at quality methods simultaneously from two dimensions. One dimension would organize principles and methods according to whether they establish and promote order or whether they engender change, as Whitehead might suggest. The other dimension considers whether the principles and methods are linear and orderly (the left-brain preference) or relational in terms of complex systems (the right-brain preference). Figure 1 provides a matrix of the BoK from this perspective.

Organizational gardening body of knowledge / FIGURE 1

	Linear/left brain	Relational/right brain
Promoting order	<p><i>Conformance quadrant</i></p> <ul style="list-style-type: none"> • Procedures • Testing • Inspection • Statistical process control 	<p><i>Assessment quadrant</i></p> <ul style="list-style-type: none"> • Process mapping • Baldrige program • High-level assessments
Promoting change	<p><i>Orderly change quadrant</i></p> <ul style="list-style-type: none"> • Six Sigma • TRIZ • Benchmarking 	<p><i>Transplanting quadrant</i></p> <ul style="list-style-type: none"> • Brainstorming • Synectics • Cultural radiation

The greatest challenge for the quality practitioner as organizational gardener might be facilitating the movement from one quadrant to another when the needs of the organization require a change in thinking and action. While the detailed, day-to-day digging in the organizational dirt in

the conformance quadrant is essential, it is equally important at times to move over to the assessment quadrant and evaluate the relative beauty of the garden and decide what to uproot, trim or fertilize next.

When it comes to promoting change, quality professionals show a marked preference for working in the orderly change quadrant. Remember, the orderly introduction of change (improvement) needs to be balanced by the work in the conformance and assessment quadrants. So where does the right-brained, relational approach to promote change fit in?

Ethical dilemma

When quality professionals are dealing with macro-level quality issues in their organizations while functioning as organizational gardeners, there are some ethical considerations to ponder.

When working within a system, there is no neutrality. Quality practitioners cannot park themselves in a safe, neutral part of the system. That’s because they are part of the system. From Whitehead’s perspective, every action we take is either going to promote greater order or promote change.

Don’t be afraid to dig in

There is no shortage of quality practitioners who can conduct an audit, lead a group through a Six Sigma process improvement routine or plot control charts, even though these specific areas require expert skill and knowledge. Today’s challenge goes back to the issues that prompted Philip Crosby to establish the Quality College, that motivated Joseph Juran to establish the Juran Center, and that called Deming to teach countless workshops at George Washington University.

All three of these quality leaders were trying to help everyone see quality from a systems perspective and impart a breadth of understanding that could enable us to nurture and grow quality in organizations for the betterment of society. The garden is calling, and it won’t wait. You probably have some organizational gardening of your own to do. Dig in.

--Excerpt from Quality Progress, November 2008--



ASQ Harrisburg Section 503 DECEMBER DINNER MEETING

When: Wednesday, December 10, 2008

Registration: 6:00 - 6:30 p.m.

Dinner: 6:30 - 7:15 p.m.

Program / Q&A: 7:15 - 9:00 p.m.

Where: The Yorktowne Hotel, 48 East Market St., York, PA

Dinner Menu: Herb Crusted Prime Rib Au Jus, Creamy Horseradish Sauce, Garlic Mashed Potatoes, Chef's Seasonal Fresh Vegetables, Yorktowne Signature Salad, Fresh Baked Rolls with sweet butter, Coffee or Tea, Pastry Chef's Choice of dessert and freshly brewed coffee.

Telephone 717-848-1111 Directions available at www.asq-harrisburg.org

Cost:\$25.00

What: Applying Lean in a Healthcare Setting; One Hospital's Story-

Gettysburg Hospital, in Gettysburg, PA, began its lean journey in the fall of 2005. While certainly not the first hospital to apply lean principles to the business of providing care to patients, Gettysburg Hospital's approach has been somewhat unique in that it has been exclusively an "in-house" initiative. Operational improvements and a change in "the way we do things around here" are the objectives.

Who: Scott McNair

Since October 2008, Scott has been the Director of Performance Improvement and Operations Research for WellSpan Health. Previously he served for 3 years as the Administrator for Organizational Learning & Planning at Gettysburg Hospital, one of WellSpan's two inpatient facilities. He holds a Lean Six Sigma green belt from Robert Morris University and Lean Healthcare certification from the University of Michigan.

Fred Hammond – Program Chair

Please register with one of the following by Friday, December 5th:

Area	Name	E-mail	Phone	Fax
YORK	Jules Pinto	jpinto@archtest.com	717-764-7700	717-764-4129
LANCASTER	Greg Buchko	gregbuchko@berryplastics.com	717-390-8455	717-390-8465
HARRISBURG	Dave Fisher	david.fisher@tycoelectronics.com	717-986-5501	717-986-5965



TRAINING OPPORTUNITIES



DBS QUALITY MANAGEMENT INT'L

894 Carriage Way, Lansdale, PA 19446 Ph: (215) 368-6266, Fax: (215) 393-4873, E-mail: deidradoc@aol.com
ISO 9000/TS-16949/AS-9100/ISO 13485 Quality System Assessments, Development & Training
 Visit our Website @ www.dbsqualitymgmt.com

2008/2009 Winter Training Programs

Dates	Course Description	Cost/Person
<p>1 Session: January 22 & 23, 2009</p>	<p align="center">2 DAY ISO 9001:2000 INTERNAL AUDITOR COURSE</p> <p>Day 1 – ISO 9001:2000 Training</p> <ul style="list-style-type: none"> • Quality system principles and the process model • Examination/interpretation of ISO9001:2000 elements • Continual effectiveness improvement focus <p>Day 2 – Applying the Standard & Auditing Techniques</p> <ul style="list-style-type: none"> • Corrective action implementation, follow-up/closure • Quality system performance effectiveness evaluation • Skill development through individual/team workshops <ul style="list-style-type: none"> • Audit mechanics: <ul style="list-style-type: none"> -The documented quality system audit -Audit sampling & development of the audit checklist -Conducting the audit, investigation, and psychology -Audit management - development of the activity process based audit plan and schedule -Writing non-conformity statements and audit reports 	<p align="center">\$525</p> <p>NOTE: Cost for those who want to attend only the first day of training: \$325</p>
<p>2 Sessions: December 12, 2008 February 20, 2009</p>	<p align="center">1 Day AS-9100 - Aerospace Standard Training</p> <p>This course concentrates on the AS-9100 revision "B" aerospace supplements over and above the requirements of the ISO 9001:2000 Standard, and implementation strategies for certification preparation. This course also includes review of the requirements of SAE AIR 5359 revision "B" & AS-9104 Revision A. Use of the AS-9100 Checklist will be reviewed. Prerequisite: Understanding of ISO 9001:1994, ISO 9001:2000 or AS-9000</p>	<p align="center">\$325</p>
<p>1 Session: March 20, 2009</p>	<p align="center">1 Day ISO 13485:2003 - Medical Device Training</p> <p>This course concentrates on the ISO 13485:2003 Medical Device regulation supplements over and above the requirements of the ISO 9001:2000 Standard, and implementation strategies for certification preparation. Also included is an overview of the essential requirements to meet the Canadian Medical Device Regulations, European Medical Device Regulations for CE mark, as well as FDA's 21 CFR 820. Prerequisite: Understanding of ISO 9001:2000 Standard</p>	<p align="center">\$325</p>

Principal Instructor: Michael J. Dougherty, RABQSA/IRCA QMSLA, IAQG, CMDCAS, & AIAG Certified. ISO 9000, QS-9000, AS-9100, ISO 13485 Registrar Lead Auditor.
Courses Include: Training materials & continental breakfast. Lunch is on your own. Courses run 8:30AM - 4:30PM. **Please bring a copy of the appropriate Standard for reference.**
Location: Best Western Inn At Towamencin, 1750 Summeytown Pike, Kulpsville, PA 19443. Ph. (215)368-3800.
 At Exit #31 (Lansdale) Northeast Extension of the PA Turnpike. Left at light off ramp. Hotel on immediate right. Please reserve your overnight room early if needed.
Contact Deidra to register. Phone: (215) 368-6266 Fax: (215) 393-4873 E-mail: deidradoc@aol.com



ASQ HARRISBURG 2008-09 MEETING SCHEDULE

DATE	SPEAKER	TOPIC	LOCATION
9/10/2008	Tour @ BAE Systems	Quality at BAE Systems	York
10/8/2008	Wayne Paupst	Utilizing Tools of Lean for Continuous Improvement	Harrisburg
11/12/2008	J R McGee	Change Management Change Agent Survival Guide	Lancaster
12/10/2008	Scott A McNair	Lean/TPS in Healthcare	York
1/14/2009	Dean Bottorff	Using Ethics Tools To Improve Quality and Performance.	Harrisburg
2/11/2009	Jack Roddy	Abundance Mentality	Lancaster
3/11/2009	Open forum, member interaction	Topic to be announced	York
4/8/2009	Tom England	Empowering employess with Six Sigma	Harrisburg
5/13/2009	Fred Hammond	QMS': Recipes for Success.. Or Failure?	Lancaster
6/10/2009	TBD	TBD	York

