

**CI****The Canadian Institute**

Business Information in a Global Context

//  
[Loved] the people,  
the energy, the ideas.

Barry Bender, Manager, Business  
Performance and Performance,  
Ministry of Government and  
Consumer Services

//

December 5–6, 2017 | Marriott Bloor Yorkville | Toronto

2<sup>nd</sup> Annual Conference on

# LEAN PROCESS IMPROVEMENT in the Public Sector

*Finding Efficiencies. Optimizing Results. Providing Value.*

> Hear from leading  
organizations including:

Canada Post	Region of Peel
City of Hamilton	Region of Waterloo
City of London	RPM-Academy
City of Mississauga	TD Bank Group
Government of Saskatchewan	Washington State's Department of Enterprise Services
Lean Agility	Windsor Regional Hospital
Manitoba Housing	
MNP	

## PLUS!

2 Interactive Workshops:

**WORKSHOP A:**  
Lean Essentials  
in a Government  
Context

**WORKSHOP B:**  
Building Capacity  
for Lean in your  
Government  
Organization

> Streamline your business processes, achieve  
your corporate goals, change your culture and  
save money with Lean initiatives:

**GAIN** new insight from Lean experts in different areas of  
government including: affordable housing, postal service, healthcare,  
and financial services

**LEARN** how Lean can complement existing continuous improvement  
methodologies, including agile/scrum, design thinking, innovation and  
service delivery reviews

**HEAR** real-life examples of how government departments and agencies  
across Canada and in the US have successfully created and sustained a  
Lean culture

**BENCHMARK** your department or agency's Lean practices against  
those of other public sector leaders to determine any gaps in your  
own strategy

**EXPLORE** ways of proving and communicating Lean's ROI with  
key stakeholders

**ENGAGE** in discussions on how to mitigate collective Lean challenges

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# ENACTING LASTING ORGANIZATIONAL TRANSFORMATION VIA LEAN

Gain proven strategies for enacting a sustainable transformation in your department or agency at The Canadian Institute's 2<sup>nd</sup> Annual **LEAN PROCESS IMPROVEMENT IN THE PUBLIC SECTOR** event.

Throughout the conference, you will learn how Lean—defined as “creating more value for customers with fewer resources”<sup>1</sup>—can help you do more with less. You will also have the opportunity to network with Lean practitioners at all levels of government, in crown corporations and the private sector from across Canada and the US.

Whether you are new to Lean or well into your Lean journey, this conference will be packed with hands-on presentations, interactive exercises, lively discussions and relevant case studies that will arm you with the information you need to craft or refine a Lean strategy.

Drive results with in-depth sessions that will streamline processes, optimize results and provide real value to the end user.

**ENSURE THAT YOUR LEAN STRATEGY IS LINKED WITH ORGANIZATIONAL AND CULTURAL CHANGE GOALS:** Take a long-term view of Lean as a corporate culture, not a corporate project, with insights from thought leaders in the Lean government space

**ALIGN LEAN WITH OTHER CONTINUOUS IMPROVEMENT INITIATIVES:** Consider how Lean can work hand-in-hand with existing continuous improvement initiatives and organizational goals

**UNPACK STRATEGIES TO SUSTAIN LEAN EFFORTS FOR THE LONG HAUL:** Hear from other government agencies on how to maintain corporate-wide commitment to, and engagement in Lean

**GAIN INSIGHTS FROM REAL-LIFE EXAMPLES:** Learn from the Lean challenges and victories of industry insiders at all levels of government

**NETWORK WITH A DIVERSE GROUP OF PEERS:** Take advantage of multiple networking opportunities to collectively brainstorm solutions to common problems

<sup>1</sup> <https://www.lean.org/WhatsLean/>

## DISTINGUISHED FACULTY

### CHAIR:

**Charanjit Singh Bawa**  
Lean Coach, Specializing in Public Service  
**Lean Advisors Inc.**

**Dave Alberman**  
Manager, Water Distribution &  
Wastewater Collection  
**Hamilton Water, City of Hamilton**

**Rogério Boaventura**  
Project Manager  
**Region of Peel**

**Tim Dietrich**  
Director, Quality and Value Improvement  
**Hamilton Health Sciences**

**Jennifer Hayes**  
Partner  
**MNP**

**Trish Livingstone**  
Strategic Policy Manager  
Corporate Initiatives, Performance and Planning  
**Government of Saskatchewan**

**Rod Morgan**  
Head of Faculty  
**RPM-Academy**

**Linda A. Morrow, PhD**  
Director, Learning & Workplace Development  
**Windsor Regional Hospital**

**Mike Norman, LLSBB**  
LEAN Initiatives Specialist,  
Economic Partnerships  
Community & Economic Innovation  
**City Manager's Office, City of London**

**Amber Sare**  
Manager, Office of Corporate Performance  
**Region of Waterloo**

**Renée Smith**  
Lean Transformation Services Director  
**Washington State's Department of  
Enterprise Services**

**Derrick Somers**  
Consulting – Strategy and Operations  
**MNP**

**Tom Sommerville**  
Agile Coach  
**aBile consulting limited**

**Craig Szelestowski**  
President  
**Lean Agility**

**Brent Timmerman**  
Chief Operating Officer and Organizational Lean  
Champion, **Manitoba Housing**

**Alexander Zabradi**  
Associate Vice President, Branch Effectiveness  
**TD Bank Group**



## WHO YOU WILL MEET:

This conference brings together Lean practitioners within the public sector to share practical case studies, effective strategies and leading practices for optimal and sustainable Lean process improvement initiatives.

### Municipal:

Chief Administrative Officers; Chief Financial Officers; Chief Operating Officers; City Clerks; and Councillors.

### Municipal, Provincial & Federal:

Directors, Managers, Analysts of:

- Change Management
- Design Thinking
- Human Resources
- Innovation
- Lean
- Organizational Development
- Performance Management
- Process Improvement
- Quality Management
- Service Delivery
- Strategic Planning

### Crown Corporations

### Healthcare Services:

Vice-Presidents, Directors, Managers, Analysts and Supervisors of:

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- Performance Management
- Organizational Development
- Process Improvement
- Business Transformation
- Delivery Management

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# > PRE- CONFERENCE WORKSHOPS

Monday, December 4

# > MAIN CONFERENCE DAY 1

Tuesday, December 5

## WORKSHOP A | 9:00 – 12:00 (Registration opens at 8:30)

### Lean Essentials in a Government Context

For departments at all levels of government—often charged with getting the most value from limited resources—Lean practices provide great opportunity. But to be successful, would-be Lean government agencies must have a clear understanding of potential roadblocks and ways to mitigate them. This workshop is vital for anyone interested in pursuing Lean in the bureaucratic and often change-averse public sector environment.

**Rod Morgan**  
Head of Faculty  
RPM-Academy

- Distinguishing Lean from other public sector continuous improvement efforts
- Understanding the applicability of Lean in governance and how it can complement existing business transformation models, including deliverology, innovation and Six Sigma
- Implementing Lean in a political, highly divisive environment
- Embedding Lean into your organizational structure
- Questions and activities to help you discover logical action items for going Lean

## WORKSHOP B | 1:00 – 4:00 (Registration opens at 12:30)

### Building Capacity for Lean in your Government Organization

So your organization has bought into Lean and set aside some resources to get it started, but you're now tasked with building a Lean team from scratch. Take the stress out of that process with this workshop, which will guide you towards crafting just the team you need to ensure Lean success.

**Jennifer Hayes**  
Partner  
MNP

**Derrick Somers**  
Consulting — Strategy and Operations  
MNP

- Defining the place of Lean within your organization and deciding who are the key players
- Best practices for training, coaching and engaging employees in Lean
- Hiring Lean: attracting and hiring individuals who can be trained in Lean
- Determining whether or not the belting system is necessary for your organization
- Empowering all staff—from front lines to senior management—to be Lean leaders

*A light lunch will be served to participants who are attending both workshops*

## 8:00

### Registration Opens and Refreshments are Served

## 9:00

### Opening Remarks from Chair

**Charanjit Singh Bawa**  
Lean Coach, Specializing in Public Service  
Lean Advisors Inc.

## 9:15 KEYNOTE

### Create the Conditions for Lean: Drive out Fear and Build a Human Centered Workplace

**Renée Smith**  
Lean Transformation Services Director  
Washington State Dept. Enterprise Services

In a lean organization we ask all employees to point out problems, share ideas, and test solutions. This can be risky business if these behaviors have been punished in the past. How does a leader create a workplace where employees feel safe to engage?

- Insights on replacing fear in the workplace from a senior US leader in lean government
- Results from more than 30 interviews exploring the impacts of feeling afraid at work, and feeling belonging, respect, and safety at work
- Takeaways on how to create a more humanistic work environment where Lean transformation can happen
- Leadership strategies to encourage staff to be curious, bring ideas forward and experiment

## 10:00

### Climbing Mount Everest—Next Steps in Lean

**Tim Dietrich**  
Director, Quality and Value Improvement  
Hamilton Health Sciences

- Case study: How an organization transitioned from employing Lean as a process improvement tool to incorporating Lean into every facet of its business
- Climbing your Everest: Overcoming the challenge of going from base to peak in your Lean journey
- Recognizing that Lean is more than just a stand-alone tool or technique; it's a paradigm shift
- Working with senior leaders to promote lasting, corporate-wide behavioural change and systems improvements; Lean as a corporate culture rather than a corporate project



//  
Speakers  
[were]  
engaging,  
[and] open  
to sharing

Glenn Tombia  
Process Management  
Specialist  
Region of Peel



10:45

## Networking Refreshment Break

11:00

## Lean, Design Thinking and Innovation

Rogério Boaventura  
Project Manager  
Region of Peel

Citizen expectations of services are fundamentally changing, and governments recognize that existing service models are unsustainable. This session will take a critical look at the concepts of Lean, design thinking, innovation and how they work together, including:

- Aligning your Lean toolbox with design and design thinking to provide better value to the end user/customer
- Combining these concepts to modernize decades-old public sector systems
- Setting a clear innovation strategy and accompanying metrics for success

11:45

## Creating Meaningful Employee Engagement when Planning and Implementing Lean Initiatives

Linda A. Morrow, PhD  
Director, Learning & Workplace Development  
Windsor Regional Hospital

- Creating a culture of improvement
  - Developing cross-functional Lean teams as a supporting structure
  - Facilitating an organization's communication to employees in the midst of a Lean transformation
  - Providing training and support to help staff adjust to new roles and responsibilities

12:30

## Networking Luncheon

1:30

## Measurement that Matters

Mike Norman, LLSBB  
LEAN Initiatives Specialist  
Economic Partnerships, Community & Economic Innovation  
City Manager's Office, City of London

- Discerning when and what you should measure along your Lean journey
- Measuring and defining ROI in a way that's meaningful to people funding Lean initiatives
- How to measure progress and being clear on the changes you want to see
- Defining processes and setting up metrics, scorecards and KPIs that truly correspond with customer needs
- Effective reporting practices for Lean

2:15 CASE STUDY

## Digital Transformation and Adoption of Agile/Scrum at Canada Post

Tom Sommerville  
Agile Coach  
aBile consulting limited

- Agile Bootcamps: Establishing a shared vision for transformation
- Building ONE team: Tackling cultural barriers
- Scrum methods and tools: Balancing between shared tools and self-direction
- Incorporating technology: Helping distributed teams work as one

3:00

## Networking Refreshment Break

3:15 CASE STUDY

## Proven Strategies for Illustrating the Long-Term ROI of Lean

Alexander Zabradi  
Associate Vice President, Branch Effectiveness  
TD Bank Group

- Lessons from the financial sector: Successfully applying Lean to a complex and heavily regulated setting
- Linking Lean to your organizational and financial goals and strategic documents for lasting impact
- Overcoming common challenges to Lean including budgeting/funding and capacity issues

4:00 PANEL

## Lean under the Umbrella of Continuous Improvement

Dave Alberton  
Manager, Water Distribution & Wastewater Collection  
Hamilton Water, City of Hamilton

Renee Smith  
Lean Transformation Services Director  
Washington State Dept. Enterprise Services

- Overview of leading continuous improvement strategies in the public sector, i.e., deliverology, Six Sigma, service delivery reviews; similarities to and differences from Lean
- Understanding Lean is a part of continuous improvement when not all continuous improvement is Lean
- Leveraging the distinctive strengths of Lean to bolster existing continuous improvement methodologies
- Extending the effectiveness of Lean by incorporating elements of other continuous improvement initiatives

5:00

## Closing Remarks from Chair Conference Adjourns



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# > MAIN CONFERENCE DAY 2 Wednesday, December 6

8:30

## Refreshments are Served

9:00

## Opening Remarks from Chair

Charanjit Singh Bawa  
Lean Coach, Specializing in Public Service  
Lean Advisors Inc.

9:15 KEYNOTE

## Creating the Conditions for Lean: Driving out Fear and Building a Human-Centered Workplace

Renée Smith  
Lean Transformation Services Director  
Washington State Dept. Enterprise Services

In a lean organization, we ask all employees to point out problems, share ideas, and test solutions. This can be risky business if these behaviors have been punished in the past.

How does a leader create a workplace where employees feel safe to engage? The session will offer:

- Insights on replacing fear in the workplace from a senior US leader in lean government
- Results from more than 30 interviews exploring the impacts of feeling afraid at work, and feeling belonging, respect, and safety at work
- Takeaways on how to create a more humanistic work environment where Lean transformation can happen
- Leadership strategies to encourage staff to be curious, bring ideas forward and experiment

10:00 CASE STUDY

## Taking a More Human and Customer-Centered Approach to Lean

Brent Timmerman  
Chief Operating Officer and Organizational Lean Champion  
Manitoba Housing

- Examining how Manitoba Housing successfully integrated the voice of the customer via culture change and employee engagement
- Recognizing that the voice of the customer is fragmented in the public sector, compared to the private sector, making it difficult for public-sector employees to clearly identify who their customers are
- Acknowledging that facilitating a cultural change to employee-focused management is needed to help employees truly engage with a Lean Program
- Proposing that focusing first on employees when initiating a Lean Program in the public sector will result in better value and service for clients, the government and the public

10:45

## Networking Refreshment Break

11:00 CASE STUDY

## Lean — All or Nothing

Jude Rohan Pillainayagam  
Asset Management  
City of Coquitlam, B.C.

- Taking an all or nothing approach to Lean for maximum effect
- Applying Lean thinking in a way that is non-threatening to non-Lean practitioners
- Adopting technology so that more informed decisions can be made towards Lean efforts

12:00

## Networking Luncheon

1:15 CASE STUDY

## Lean Transformation in a Highly Regulated Environment

Craig Szelestowski  
President  
Lean Agility

- Championing the adoption of Lean in a risk-averse highly regulated industry
- Communication tools for overcoming doubt or even opposition towards Lean implementation
- Understanding how Lean can enhance rather than hinder regulatory compliance and quality, as well as end user value, by cutting wasteful practices
- Knowing what really works to get the Lean culture embedded in such an environment

2:00

## Networking Refreshment Break

2:15 CASE STUDY

## Lean in Policing—Looking at Police Services from a Different Lens

- Demonstrating ROI in the face of intense skepticism over Lean's applicability beyond manufacturing
- Selecting and training Lean ambassadors to mitigate fear of change and facilitate a new Lean culture
- Examples of tangible benefits of Lean when applied to the heavily bureaucratic law enforcement sector

//  
Liked  
variety of  
speakers,  
topics  
covered,  
[and]  
hands-on  
group  
sessions  
at end.

Julia Mullaley  
CEO  
NL Housing





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Telephone: (416) 961-8000

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3:00

## Navigating the Bumpy Roads to Lean Implementation

Amber Sare

Manager, Office of Corporate Performance  
Region of Waterloo

There's a lot of information about Lean and how to use the tools, but what is really necessary to embed this into the DNA of our organizations? Why is this so hard in government? What challenges can we expect to see, and what are some ways to overcome these sometimes unavoidable obstacles? How do we revive a Lean implementation that seems to have fallen off the rails? This session will highlight the Region Waterloo's experiences of Lean implementation across a variety of public sector settings and identify the typical challenges and solutions that can be used to overcome these issues.

4:15

## Chair's Closing Remarks, Conference Concludes

## → 3 Ways to Register



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PHONE:  
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## Registration Information

Conference Code

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Registration Type	SAVE \$500	SAVE \$400	SAVE \$200	
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You must notify us by email at least 48 hrs. in advance of the conference if you wish to send a substitute participant. If you are unable to find a substitute, please notify us in writing no later than 10 days prior to the conference date and a credit voucher will be issued to you for the full amount paid, redeemable against any other Canadian Institute conference in the next 12 months. Delegates may not "share" a pass between multiple attendees without prior authorization.

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If you prefer, you may request a refund of fees paid less the applicable cancellation fee. No credits or refunds will be given for cancellations received within 10 days of the conference start date. No liability is assumed by The Canadian Institute for changes in program date, content, speakers or venue. The Canadian Institute reserves the right to cancel any conference it deems necessary and will, in such event, make a full refund of any registration fee, but will not be responsible for airfare, hotel or other costs incurred by registrants.

December 5–6, 2017 | Marriott Bloor Yorkville | Toronto

# LEAN PROCESS IMPROVEMENT

in the Public Sector *Finding Efficiencies. Optimizing Results. Providing Value.*

The Canadian Institute  
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Lean is a team commitment.  
Make the most of this event  
by attending with your team!

See pg. 7 for special team rates.

December 5–6, 2017 | Marriott Bloor Yorkville | Toronto

# LEAN PROCESS IMPROVEMENT

in the Public Sector *Finding Efficiencies. Optimizing Results. Providing Value.*

## PROGRAM HIGHLIGHTS

**BUILD** upon your agency or  
department's Lean strengths  
and mitigate weaknesses

**DETERMINE** next steps in  
Lean from organizations  
who've been there

**ENSURE** that Lean becomes  
a corporate culture rather  
than just a corporate project

**EXAMINE** case studies  
from the Government of  
Saskatchewan, Manitoba  
Housing, Washington State's  
Department of Enterprise  
Services and much more

## BONUS WORKSHOPS:

- A** Lean Essentials in a  
Government Context *and*
- B** Building Capacity for  
Lean in your Government  
Organization