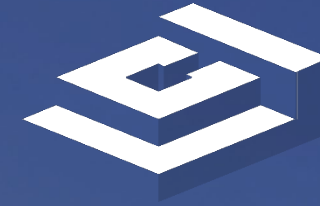


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Agility in the Lean Process

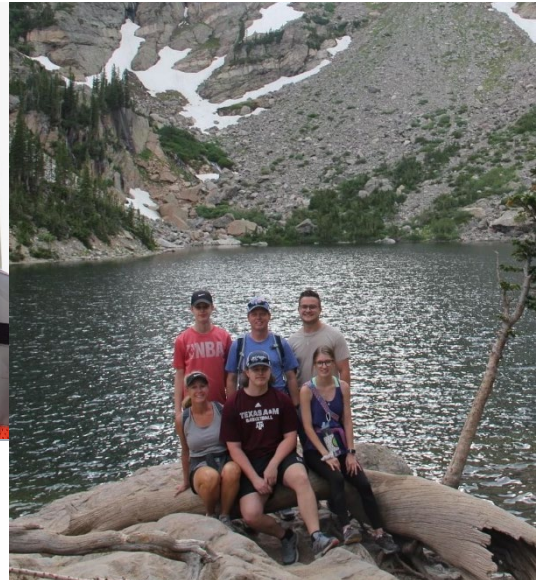
THE ABC'S OF LEAN: TRANSFORMATION THROUGH ACTIONS, BEST PRACTICES AND COACHING

October 22, 2021



Introductions

- **Cliff Clark**, Methodist Health System
- **Chris Grossnicklaus**, Corgan
- **Sean Ashcroft**, DPR Construction



Problem Statement: Our Why

We set out to create a strong unified team, committed to serving Methodist Health and the Community of Midlothian, TX.

- As the project evolved through design and construction, we needed to be **agile** and **flexible** to meet the challenges of the project.
- We will share our commitment to **continuous improvement**.
- We will share stories of **challenges** and how we **adapted** our Lean tools and team to meet these while maintaining team **cohesiveness** and bonds through the project lifecycle.

How We Started



How We Started

- History
- Methodist Delivery Model
 - Lean Journey
 - Collaborative Methodology
- Expand Presence in the DFW Metroplex
- A/E Team
- Micro-hospital to Full Service
- General Contractor



Project Alignment / Kickoff Retreat

*Team
commitment* →

Methodist Midlothian **TEAM COVENANT**

WE WILL:

- Be engaged
- Lift each other up when we fall and succeed
- Celebrate successes
- Think the best of others
- Do the right thing
- Be vulnerable
- Find a better way
- Build a welcoming place to improve & save lives
- Have fun
- Do what we say
- Provide a safe place

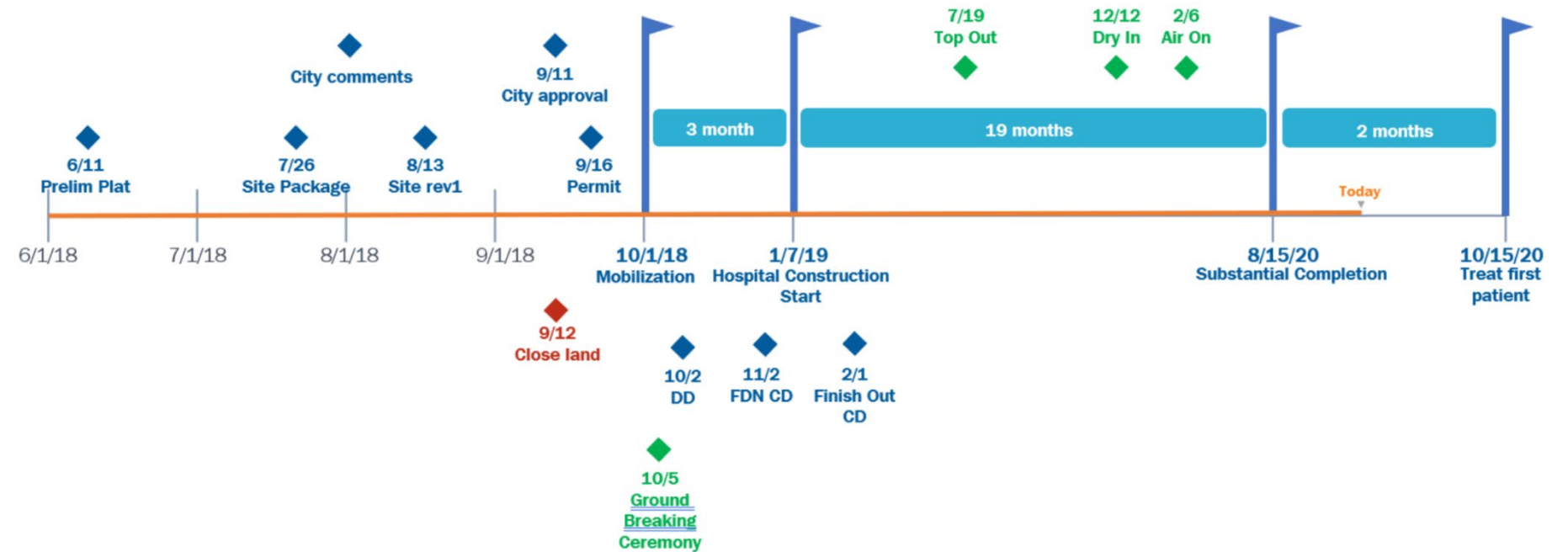


Agility in Action – Central Utility Plant



Agility in Innovative Design

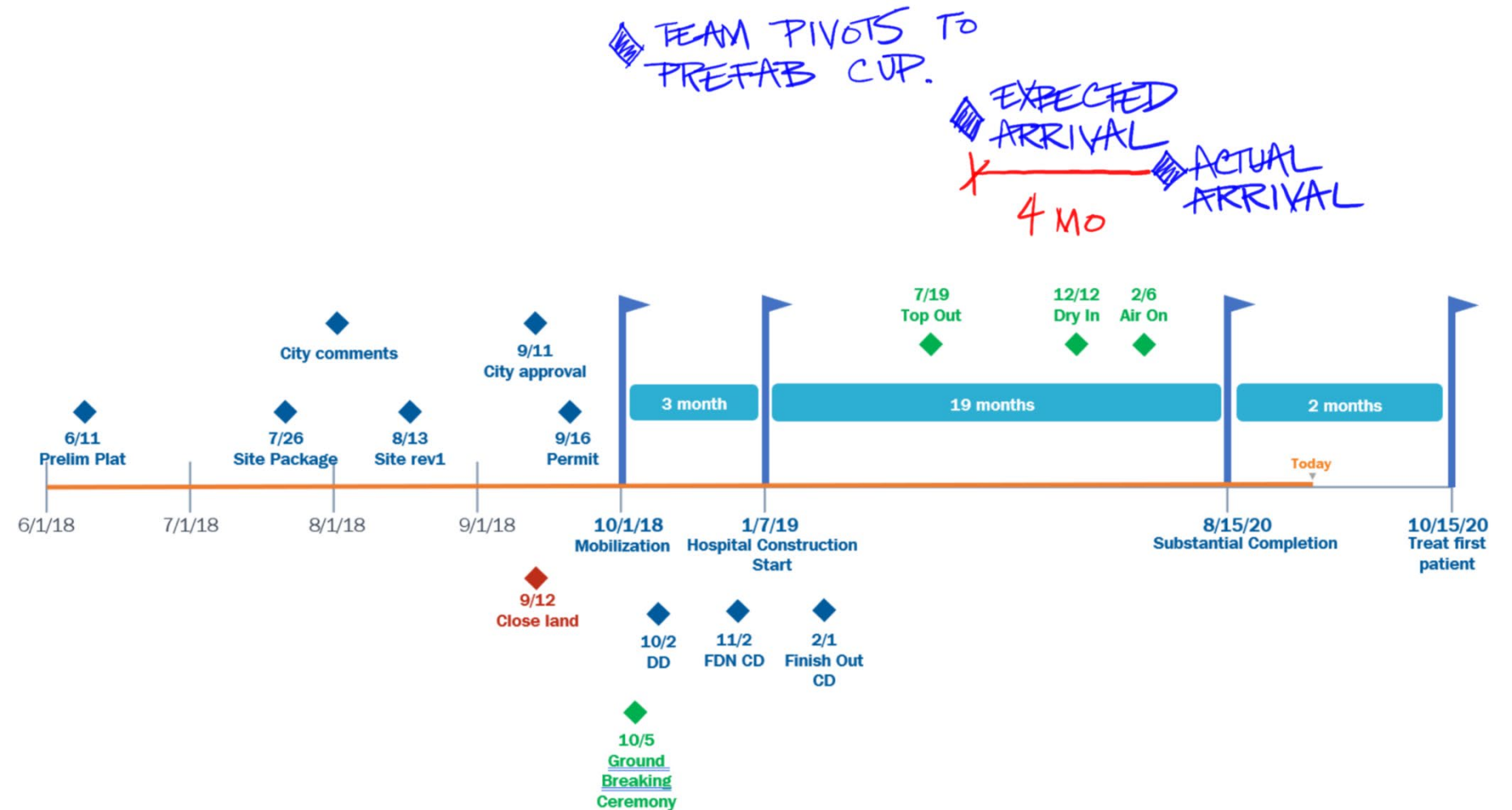
- Challenged to Innovate
- Prefab
- Speed to Market
- Cost Neutral



CUP Reality

Pull The Rip Cord (Andon)

- Communication
- Supplement the Factory
- Added Cost & Time
- Temporary Site Utilities
- Extreme Ownership
- Life Safety
- Envelope



Would you do this again?

- Expectations Alignment Session
- Design Handoffs
- Equipment Matrix
- Owner Project Requirements Session
- Application of Lessons Learned
- Earlier Plant Visits



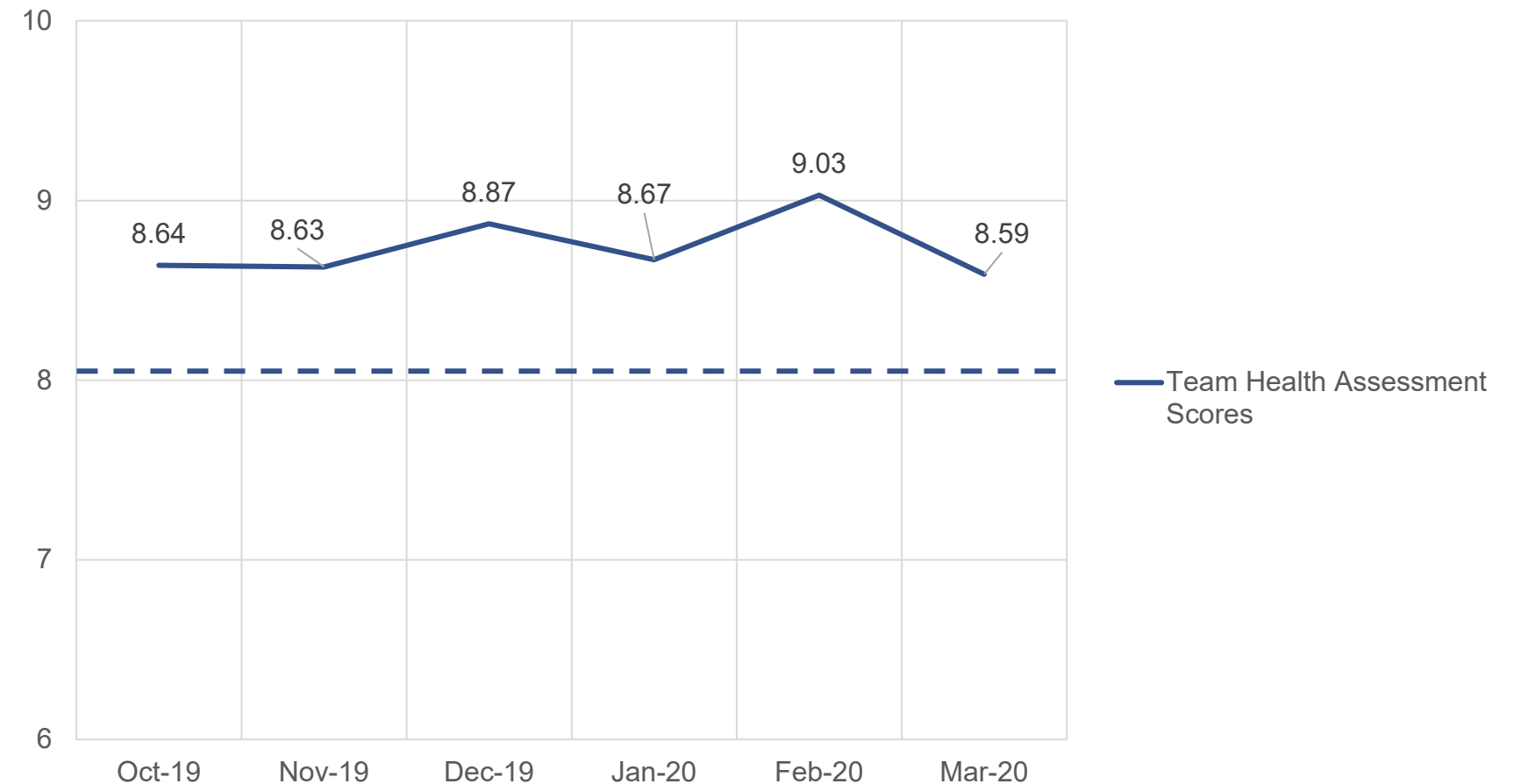
Agility in Action – Team Dynamics



Agility in High Performing Teams

Symptoms

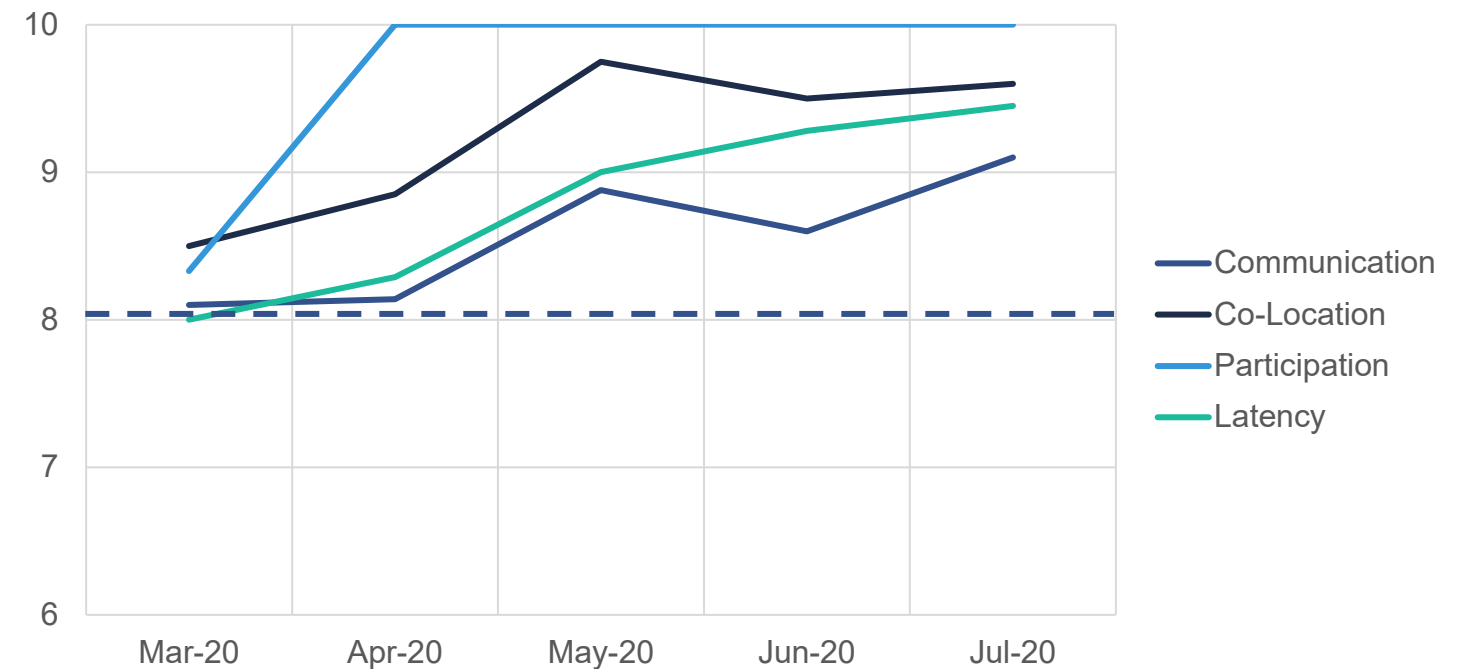
- Cost
- Schedule
- Communication
- Team Survey Results
- Responsiveness
- Big Room



Team/ Culture Realignment

Pull the Rip Cord (Andon)

- Subtract Meetings
- Restructured Core and OAC
- Page Turns
- Reinvigorate the Big Room
- Weekly Steering Calls



Schedule

Is the team tracking and achieving milestone dates per the schedule?
8.60

Community Initiatives

The team plans to engage the community.
70%

Team Engagement

Is the team empowering each other and being collaborative?
8.92

Lean

Is the team using Lean principles?
8.55

Innovation

Is the team being innovative and using tools to improve processes?
8.66

Safety

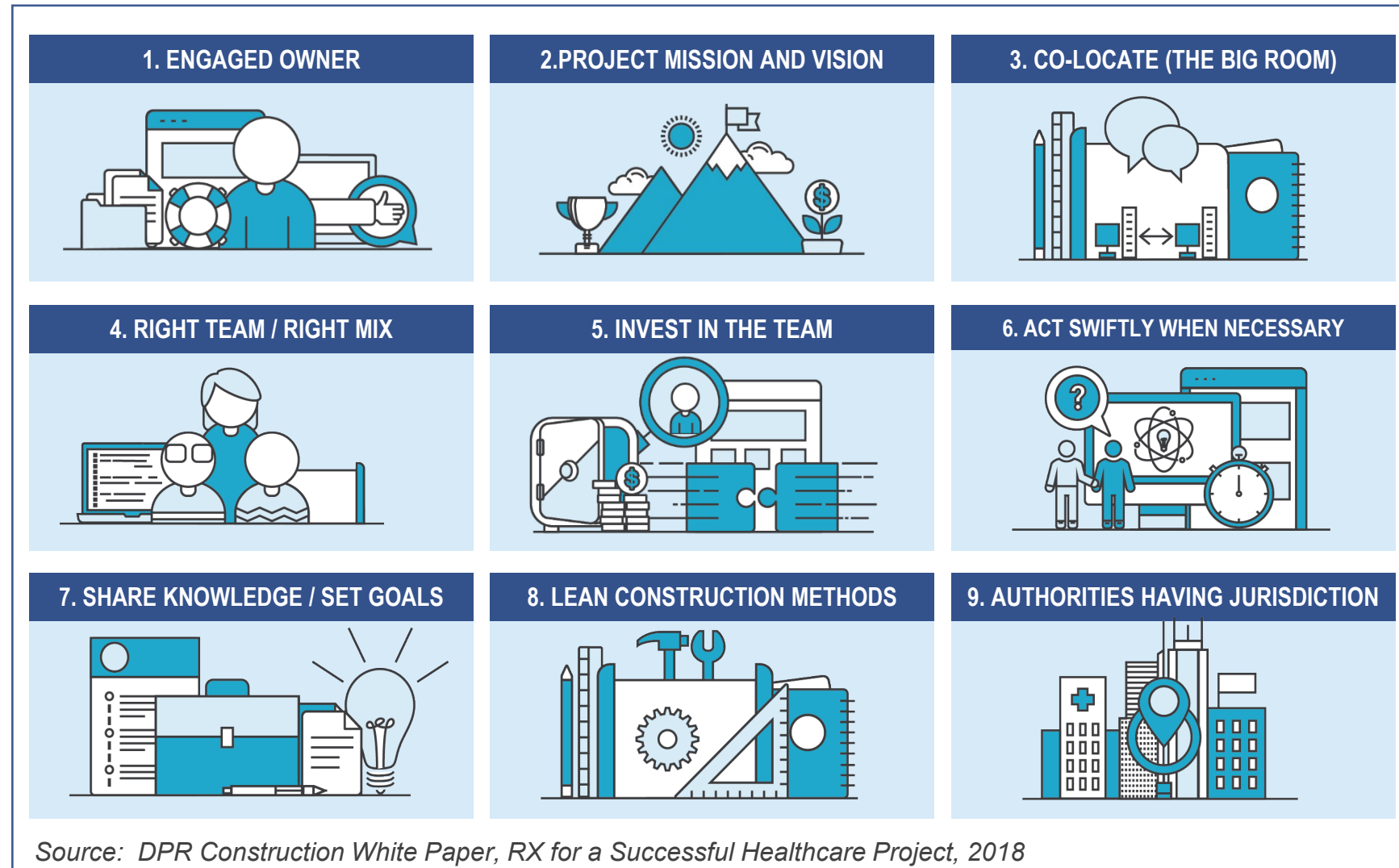
Does the team feel safe when walking around the jobsite?
10.0

Community Impact

Is the team achieving the 30% commitment?
33.6%

Would you do this again?

- More Retrospectives
- Team Health Cluster Group
- Add a Rip Cord to the Big Room
- High Performing Team



Where Are We Now



Where are we now?



- 215,000 sf Hospital
- 83 bed full-service hospital
- 45,000 sf POB
- \$141M Hospital
- \$12M POB

How can you apply this tomorrow?

Audience Takeaways

- High Performing Team
- Take Risks
- Don't hesitate to act
- More frequent retrospectives
- Bigger Big Room
 - Pre COVID not enough
 - Post COVID really not enough
- Team Matters

What we – the team – will do next

- Technology
- “Hero” Flag
 - COVID
 - Weather
- Big room of the future
- COVID changes



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In the spirit of continuous improvement, we would like to remind you to complete this session's survey in the Congress app! We look forward to receiving your feedback. Highest rated presenters will be recognized.

Contact Us

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Spirit Animal: Elephant

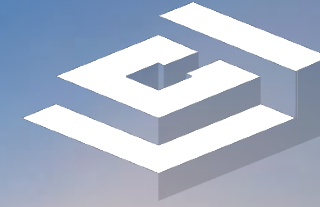
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**Thank you for attending this presentation.
Enjoy the rest of the 22nd Annual LCI Congress!**