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EXECUTIVE – LEVEL MANAGEMENT

Focus is in healthcare industry with desire to improve patient outcomes and safety while removing waste and reducing cost to deliver goods/services.

Operational Excellence – Performance Measures – Process Improvement – Cost Reduction

Results driven leader, strategic thinker, yet detail oriented planner with over 15 years experience and proven track record in innovation and implementing performance enhancing initiatives: lean thinking, organizational redesign, product development, voice of the customer, supply chain, and Quality Management Systems. Within healthcare, this means facilitating organizations in their journey towards successful completion of multiple initiatives (e.g. lean, EHR/EMR implementation, MU1&2 alignment, ICD-10 compliance, ACO deployment, ACA) all while cutting costs and improving patient outcomes.

Lean/Six Sigma · Workflow Analysis · Performance Excellence (Baldrige Program)
Change Management · Project Management · Process Improvement · Operational Analysis
Value Stream Mapping · Statistical Tools · Team Facilitation · Problem Solving
ISO 9001/TL 9000/AS 9100 · Training (Development/Delivery)

PARTIAL CLIENT LISTING

Alcohol Monitoring System	CO Office of Economic Development	Motorola
Allegiance Health	Denver Health	Orange Glo International
BNSF Railroad	Douglas County School District	Owens-Illinois Plastics
BellSouth	Europtics	Public Service Electric & Gas
Boeing Electronics	Genie/Overhead Door	Rocky Mountain Orthodontics
Bristol-Myers Squibb	Good Samaritan Hospital	Teleflex Medical
Brooks Automation (Robotics)	InRange Home Health Products	Time Warner
Chevron (Refinery/Lubes)	Mesa Labs	Vital Signs

SELECTED ACCOMPLISHMENTS

Performance Excellence/Process Improvement

- Guided start up medical device company for home health in developing standardized processes for interaction with patient and coordination with pharmacies.
- Conducted study in a hospital system to determine feasibility of replacing personnel watching heart monitors with communication connections using technology
- Spearheaded company-wide initiative to document all processes in medical device company in order to sustain 3% growth while bringing on a new product line and maintaining workforce headcount.
- Realigned business processes within four facilities and laboratory to enable an optical lens outfitter to expand to another facility and increase market share from 9% to 17%
- Coached/facilitated management team in developing/deploying a packaging company's strategic plan and associated vision/mission/values. Focus was on bringing new products to market faster, improving space utilization by eliminating need to expand into an additional 20k square foot warehouse, improving production capacity through addition of second shift, and reducing inventory. Other benefits included improved employee retention (27% to 6% in two years), overall plant productivity, and product quality (26% fewer customer complaints).
- Jumpstarted Performance Excellence program for state government agency (16 locations). By modifying Baldrige National Quality Award criteria, developed/delivered tools/training and crafted a project plan to enable them to proceed independently. Many agencies are now competing in the state Quality program (CPEX)

- Managed 8 project teams (53 client personnel) over a nine state area from development of new environment through start of nine month implementation. Focus was on integrating, standardizing, and streamlining all property management functions (e.g. strategic planning, real estate, furniture purchasing/leasing, building modifications, building facilities management, risk management) within a major telecommunications company saving \$18 million annually in operating costs.
- Launched creative benchmarking initiative once company identified it was losing and misaligning inventory. Designed inventory tracking system and supported this industrial gas/chemicals organization in reducing its inventory by 20%.
- Supported ERP implementation programs (e.g. SAP, JDEdwards) – helped clients define requirements and improve processes prior to deployment of systems.
- Implemented corporate wide cost reduction program. Results included >20% reduction in packaging materials, >10% reduction in transportation costs, and 5% reduction (pilot only) of raw materials due to recycling efforts.
- Conducted time studies of manufacturing operations to determine standard work rates, which impacted pay scales and drove changes in resource planning (eliminated overtime by \$2M annually and reduced operations to one shift)

Lean/Six Sigma

- Lead initiative to improve medication reconciliation in hospital and meet Meaningful Use requirements
- Facilitated multiple Rapid Improvement Event teams in producing over \$1M revenue generation/cost reduction in a hospital environment. Value streams and associate RIE's included the following:
 - *Periop/OR - Organ Donation, Consolidation of Disposable Supplies, Service Team Structure, Nurse/Tech Turnover, OR Turnover (Environmental Services)*
 - *Behavioral Health – Provider & Clerical Std Work, Provider & Patient Scheduling*
- Coordinated multiple Lean techniques (e.g. 5S, Value Stream Mapping) in Medical Equipment manufacturer to increase productivity by 13%, reduce injuries due to poor ergonomics, and improve floor space utilization plan, thereby freeing up 10% warehouse space for a new product line.
- Performed intense training on Lean for executive team of critical care medical equipment company
- Coached leadership team through operational effectiveness initiative in the transportation industry. Awareness of issues by tracking data facilitated massive improvements in operations (e.g. 22% improvement in on-time performance, improved personnel utilization thereby reducing deadheading costs). Other benefits included increased employee morale and consistency between shifts in problem solving and decision making rationale.
- Challenged plumbing company to reduce inventory by conducting 5S exercises. Results included reduced carrying cost for parts, improved scheduling flexibility of drivers/trucks, and increased technician productivity while out in field. Other benefits included improvements in fleet maintenance, inventory control & management, and forecasting accuracy.
- Facilitated numerous Value Stream Mapping sessions. One example of results was a forest products company that improved accuracy between plant/sales and purchasing, increased turn time of quote to customer, enabled flexibility of buyers to provide seamless coverage, standardized prioritization criteria and disruption inquiries for customer, and decreased vendor response time.

ISO9001/TL9000

- Conducted assessment and performed associated training and project management oversight activities to enable medical device company to achieve registration to the ISO 9001 QMS standard
- Streamlined and documented SOP's in R&D, Laboratory, and Packaging areas of solvents company resulting in new org structure, shorter time for products from concept to market (1 year to three months), doc control system implemented, and foundation for ISO 9000 registration
- Supported data storage org in achieving ISO 9001 registration (e.g. training, gaps analysis, executive coaching, project management, documentation expertise) while concurrently going through M&A, changing CEO's, combining facilities, shipping work overseas, and laying off 30% of its workforce
- Performed multiple week long ISO 9001/TL 9000 training courses for Lead Auditor certification
- Conducted preliminary AS9001 audit in aerospace lab prior to formal NASA audit that had potential to shut down facility

- Provided ISO 9001/TL9000 services (e.g. gap analysis, executive coaching, training, project plan development, project management, documentation, internal auditing, pre-assessment) to support multiple clients earning registration to their respective Quality Management System standard

Misc.

- Analyzed 3 large US based healthcare institutions and identified opportunities for improvement in the following areas: leadership, strategic planning, customer and competitive focus, knowledge management, workforce issues, and business/support processes.
- Oversaw five personnel in effort to ensure product line of medical device company was compliant with FDA requirements. Designed work instruction templates and mapped over 100 work flow processes as part of implementing documentation control process/system
- Coordinated activities of eight person team to understand physician prescribing habits (e.g. samples, education, behavior) in order to improve pharma sales by 3%.
- Developed capacity planning model and analyzed work load to eliminate need to hire additional engineers in flow meter distribution company
- Supervised 20 union employees during night shift in plastics manufacturing plant – encouraged creative solutions and motivated them to increase production rate by 11%.
- Conducted statistical analysis in elementary school to optimize operations due to legislative changes. They became a model for creative use of resources; enrollment increased by 350% in 3 years
- Instigated implementation of regionwide quality program (Rocky Mountain Performance Excellence – RMPEX), which has grown > 600% (# of applicants/examiners participating) and is now in its 13th year.
- Used multiple diagnostic tools to determine scope and source of business cases; continued in program manager role and supported teams in attaining diverse/phased deliverables
- Provided multi day training programs on a number of change management topics.

WORK HISTORY

• Faculty	DU (Masters in Healthcare Leadership)	Domestic	'12-present
• President	Partners Through Change, Inc.	Domestic	'94-present
• Faculty	Regis University (MBA program)	Domestic	'10-present
• Consultant (contract)	SAM,Brooks,HighlandGrp,CAMT,WillowTree,CI	Domestic	'98-present
• Sr. Consultant	Gemini Consulting	Global	'89-'93
• Ind Engineer/Prod Supvr	Multiple Fortune 100 companies	Domestic	<'89

EDUCATION

- MBA - Industrial Management @ University of Dallas (Dallas, TX)
- BS - Industrial Engineering @ Pennsylvania State University (University Park, PA)

PROFESSIONAL CERTIFICATIONS/QUALIFICATIONS

- CPC (Certified Professional Coder), WIP '12
- Lean Blackbelt Healthcare (internal Denver Health program), '10
- Lean Healthcare (HPP/PRHI), '10
- PMI (Project Management Institute), PMP Certified '05, Recert '09 & '12
- Lean Certified (SME/AME/Shingo Prize/ASQ), '09, Recert '12
- Six Sigma Black Belt – PIVOT, '02
- Baldrige National Quality Program Examiner, '03, '04, '05, '06, '08,'09
- Colorado Performance Excellence (CPEX) Award Examiner '03, Trainer '04, Support roles '99 – present
- CQM (Certified Quality Manager) ASQ '97, Recert '03, '06, '09, 12
- APICS (American Production & Inventory Control Society), CPIM certified '88, Recert '03, '09, '12
- Denver Business Journal: Women in Business – Consultant Category Winner '04
- ISO 9000 & TL 9000 Lead Assessor (Stat-A-Matrix Lead Auditor), '94 & '99
- Toastmasters International (CTM), '92

PROFESSIONAL ACTIVITIES/AFFILIATIONS

- Regis Executive Advisory Board (School of Humanities), member, '11
- CHSM (Colorado Healthcare Strategy & Mgmt Assoc), member, BOD '10- present

- CMCC (Colorado Managed Care Contractors), member, '10- present
- RMPEX (Rocky Mountain Performance Excellence/CPEX), program initiator & promoter, '00–present
- ASQ (American Society of Quality), member, RMQC conference planner, speaker '94-present
- PMI (Project Management Institute), member, '05-present
- APICs (Association of Operations Management), member, presenter, '00- present
- BPW (Business & Professional Women – Cherry Creek), officers '98 – '02
- CEO Exchange (Denver Metro Chamber of Commerce), facilitator '96 – '99, member '02-'05

PUBLICATIONS/PRESENTATIONS/TRAINING

- “Workflow Analysis: Foundation for ICD-10” ,webinar sponsored by Colorado Medical Society, June 2013
- “Lean Healthcare: Listening to Your Customers”, CO Biz Magazine, May 2013
- “Lean Healthcare” CO Healthcare Strategy & Management panel moderator, April 2013
- “Lean Healthcare”, webinar sponsored by Progressive Healthcare Conferences, Oct 2011, April 2012
- “Impact on Physician Practice (Workflow)”, ICD-10 Coalition webinar sponsored by CMS, March 2012
- “I Coulda Shoulda Woulda: Innovation in the Healthcare Industry”, ICOSA magazine, 2Q 2011
- “Delivering Organizational Process Excellence”, Regis University MSM 651, Winter 2010, Summer 2011
- “Boost Patient Care & Healthcare Quality: Keys to Rapid Improvement Events”, Healthcare Webinar, 2011
- “Performance Excellence: How the OD Community Can Leverage the Baldrige Criteria”, OD Network, 2011
- “Getting it Right: During Turbulent Times (Denver Health)”, ICOSA magazine, 4Q 2010
- “Tough Economic Times Mean...”. CO Biz Magazine, Sept '10
- “Streamline Your Processes & Boost Quality in HC Using Process Mapping”, Healthcare Webinar, 2010
- “Colorado’s Heroines Enrich Lives : Women of Consequence Inspire Others”, ICOSA magazine, 2Q 2010
- “Healthcare Really Goes Global with Medical Tourism”, CO Biz Magazine, Mar '10
- “Key to World-Class Customer Service: Corporate Culture”, CO Biz Magazine, Jan '10
- “Becoming a High Performance Organization”, APICs speaker, Jan '10
- “Delivering Business Process Improvement”, Regis University MBA program, Dec '09
- “Riding the Wave: Organizations using Innovation as Surfboard”, CO Biz Magazine, Dec '09
- “Roles & Responsibility Charting – Complementing Value Stream Mapping”, ASQ Sept '09
- “Lean/Six Sigma/Baldrige/ISO 9000”, University of Denver MBA program, Apr '08, '09, '10
- “Leveraging Your Industrial Engineering Background”, Penn State U IE Centennial Celebration, Apr '09
- “Operational Excellence & ISO 9001”, Mountain States Employers Council, Mar '08
- “Successful Quality Initiatives: Why are they so Rare?”, Society of Manufacturing Engineers, Jan '08
- “Building Operational Effectiveness & Quality into your Org”, PMI Mile Hi Workshop, Nov '07
- “Become a LEAN Org & Eliminate Stress While Saving \$”, SBDC Denver Metro Chamber, Oct '07
- “Taking an Idea From Paper to Project Plan”, Rocky Mountain Quality Conference '06
- “Leapfrogging Over #1”, National Assoc of Women Business Owners Regional Conference, Feb '05
- “Be the One...to Benchmark Against”, Project Management Institute Symposium '04
- “Ethics of an Org: How to Determine if it Exists & Judge How Good it is” *Pivot Palette* 3rd Qtr '02
- “TL 9000: ISO 9000 for the Telecom Industry,” *ASQ Colorado Quality News*, Oct '99
- Six Sigma Black Belt Certification Program Instructor – California State U (Fullerton), '02
- ISO/TL 9000 – SWE National Conf '01, RMQC '00 & '01, QuEST Forum sanctioned courses, 99-'01
- Managing Change –Society of Women Engineers National Conference '01, RMQC '99

BUSINESS/COMMUNITY SERVICE

- Junior Achievement (Capitalism with a Conscience program), volunteer, '09 - present
- Colorado Ethics in Business Award (CEBA): Evaluator '99-'02, Steering Committee/Volunteer '04-'09
- Leadership Denver '96, LD Alum Exec Committee (Denver Chamber of Commerce) '96-'03
- 50 For Colorado Leadership Program (CO Association of Commerce & Industry) '01