



transforming healthcare; pursuing perfection

Tom Jackson to present “The Future on a Schedule: Toyota’s Profit Management”

The session will explain how to reduce variability in profit streams and enable employees to make real-time decisions about cost.

Mercer Island, WA—July 28, 2016—Tom Jackson will present at the 2016 Lean Accounting and Lean Management Summits August 25–26, 2016 in San Antonio, Texas. In Tom’s session, on day two, he will explain how to use value stream accounts and strategy deployment to reduce variability in profit streams. Profit management, Toyota’s financial management system, marries hoshin kanri with target costing and kaizen costing. Target costing is cost management for new products and services; kaizen costing is the continuous improvement of cost for existing products and services. Before and after the launch of a new product or service, profit management controls cost “at the source.”

In the same way that total quality empowers employees to make real-time decisions about fixing quality problems, profit management empowers employees to make real-time decisions about controlling cost. Profit management is essentially a self-auditing system of financial and quality control. In time it may replace its predecessor, management accounting, which is approaching its 100th birthday. Whether you hail from the automotive, aerospace, food service or healthcare industries, profit management is an essential complement to lean production.

In this session participants will learn:

- how leading companies such as Toyota use TQM principles to think about financial management.
- about the dual role of “stop the line” in managing cost as well as quality.
- how cost targets are deployed through hoshin kanri.
- how cost targets are audited through leader standard work.

In addition, on day one, Tom Jackson, Cliff Ransom and Jim Huntzinger will hold a special session on the lean economy, answering questions on the economic impact of the lean business model. It is intended to be an insightful and entertaining discussion of how much lean can be used to improve our economy.

For more information or to register, please visit: laslms.leanfrontiers.com.

Lean Accounting Summit and Lean Management Summit

The Lean Accounting Summit, and more importantly the lean accounting community, is now in its second decade of exploring their role in measuring and motivating lean behaviors. The next several years will be exciting as together we move beyond bridging the gap between accounting and lean operations, and explore bridging the gaps between accounting and the rest of the organization (HR, IT, Sales, R&D, etc.). No matter where you are in your lean accounting understanding, the Summit will have something to challenge you and equip you to be a strong

lean leader. Many organizations have successfully learned that the role of lean accounting involves much more than just improving accounting methods. They've come to understand that the real impact is how lean accounting actually creates a more competitive and learned organization. It directly affects how people manage their business. This understanding is at the core of why the Lean Management Summit will run concurrently with the Lean Accounting Summit. Lean Accounting is about significantly improved organizational management. But excellent management is much broader than only excellent accounting for lean.

The Lean Management Summit, entering its second year, seeks to bring organizational leaders from HR, sales, R&D, and more, to work in concert with accounting and one another to flow value across the organization...across "silos" of the organization. The Lean Management Summit will share the knowledge and experience of how superior lean management skills create the lean enterprise and how managers and executives build their organization through building their people for continuous improvement for an extensive competitive advantage.

Thomas L. Jackson, JD, MBA, PhD, is a founder of and principal at Rona Consulting Group, a management consultancy serving integrated healthcare systems, hospitals and clinics, medical suppliers and government organizations. Tom is also former CEO of Productivity, Inc. and Productivity Press, a member of the Ford Lean Advisory Group and author of the Shingo Prize-winning *Hoshin Kanri for the Lean Enterprise* (Productivity Press, 2006). He holds a PhD in business economics from the Indiana University School of Business and has been a student of lean enterprise since 1988, when he copyedited Hiroyuki Hirano's *JIT Factory Revolution* and Yasuhiro Monden's *Japanese Management Accounting*. Looking at pictures of Japanese factories and reading about how differently the Japanese count their money, he became so enthusiastic about lean that he left his comfortable position as a professor of business at the University of Vermont to start a lean consulting company in Malaysia. Tom's manufacturing clients have included Siam Cement, Ford Motor Company, Nissan, Xerox, Lockheed Martin, Emerson, Tenneco, Adidas, Whirlpool and the Ohio State University. Tom began his lean healthcare journey in 2003 in Alaska, where he regularly flew in and out of the back of beyond to help improve healthcare services for native American communities. In 2007, Tom founded Rona Consulting Group with Mike Rona. Tom is currently Clinical Associate Professor of the University of Washington's School of Public Health. His latest books include Productivity Press's Lean Tools for Healthcare Series, of which *Mapping Clinical Value Streams* is his favorite.

Rona Consulting Group (RCG) develops lean leaders and assists in transforming organizations through educating, training and coaching executives, managers, clinicians and frontline staff. RCG is committed to helping its partner organizations achieve the highest quality through zero defects, increased patient satisfaction, empowerment of staff, and improvement of financial performance through the application of the Toyota Management System. RCG improvement work ranges from the strategic planning process at the top of the organization to complex clinical processes within care delivery and the supporting administrative processes. Since 2007, RCG has designed and led groundbreaking applications of lean management to operations in the ER, OR, lab, inpatient flow, and clinics and to processes in administrative support, revenue cycle, supply chain, human resources, medical records, group practice management, credentialing and clinical research. RCG has created a lean program that is changing healthcare and its related industries.

Based in Seattle, Washington, USA, RCG maintains offices in Atlanta, Houston, Los Angeles, Minneapolis, New York, Oakland, Phoenix, Portland, Raleigh, San Diego, San Francisco and Seattle.

For more information about RCG, please visit ronaconsulting.com.

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