How do we measure value? Well, it depends on what you are trying to measure. In Lean terms, value is what the customer thinks is:

1. The right product or service;
2. At the right price;
3. At the right time

A value stream is a set of actions that brings a product or service from conception to realization.

The flow of values moves seamlessly through the value stream, by continuously and relentlessly improving the value, value stream, and flow in all operations.

Value Stream Analysis happens when Lean principles are used to examine a particular process and to analyze and increase the understanding of the efforts for the sake of improving such efforts. Put in another way, it separates activities that create value from those that create waste. This helps to identify opportunities for improvement.

Value Stream Mapping is a tool that is used to depict or illustrate the value stream analysis. Or in other words, you paint a picture of the value stream analysis by using charts or tables.
8. Confirmed State

Aim: Improve employee engagement and perception of “Best Place To Work” by XX% by 9/30/2017.

<table>
<thead>
<tr>
<th>Metric</th>
<th>Baseline</th>
<th>Target</th>
<th>30 days Jan17</th>
<th>60 days Feb17</th>
<th>90 days Mar17</th>
</tr>
</thead>
<tbody>
<tr>
<td>All services have and utilize Huddle Boards</td>
<td>25.0%</td>
<td>100%</td>
<td>68.0%</td>
<td>72.0%</td>
<td></td>
</tr>
<tr>
<td>Increase employees with basic Lean training within 6 months of hire</td>
<td>34.4%</td>
<td>100%</td>
<td>43.7%</td>
<td>44.8%</td>
<td></td>
</tr>
<tr>
<td>Increase Supervisors trained in Yellow Belt within 6 months of hire/position</td>
<td>29.9%</td>
<td>100%</td>
<td>36.4%</td>
<td>41.1%</td>
<td></td>
</tr>
<tr>
<td>Increase % of supervisors who spend 1 hour/week average at the GEMBA</td>
<td>75.7%</td>
<td>90%</td>
<td>Not Available</td>
<td>Not Available</td>
<td></td>
</tr>
<tr>
<td>Improve employee engagement and perception of Best Place to Work (Survey)</td>
<td>TBD</td>
<td>TBD</td>
<td>Not Available</td>
<td>Not Available</td>
<td></td>
</tr>
<tr>
<td>Improve AES Employee Engagement (<em>logging – annual metric</em>)</td>
<td>34.0%</td>
<td>TBD</td>
<td>34.0%</td>
<td>34.0%</td>
<td>34.0%</td>
</tr>
</tbody>
</table>

Veteran Perception:
- Primary Care Q6: Urgent Appointment as soon as needed | 25.1% | TBD |
- Primary Care Q9: Routine Appointment as soon as needed | 48.3% | TBD |
- Specialty Care Q6: Urgent Appointment as soon as needed | 32.2% | TBD |
- Specialty Care Q8: Routine Appointment as soon as needed | 42.9% | TBD |

Report Date: 1/9/2017
Title of Project: TPOC 2017

9. Insights

<table>
<thead>
<tr>
<th>What worked well?</th>
<th>What didn’t work well?</th>
<th>Lessons Learned</th>
</tr>
</thead>
<tbody>
<tr>
<td>Collaboration</td>
<td>Better prep work</td>
<td>All should be included – clinical and support</td>
</tr>
<tr>
<td>Open minded discussion</td>
<td>Review last year’s TPOC</td>
<td>How the process should work</td>
</tr>
<tr>
<td>Change the paradigm</td>
<td>Celebrate accomplishments</td>
<td>Gemba/TPOC</td>
</tr>
<tr>
<td>Lots of creative ideas</td>
<td>Gemba</td>
<td>Analyze, think of solution, teamwork</td>
</tr>
<tr>
<td>Good group - focused</td>
<td>Group was too large</td>
<td>Have the right people in the room</td>
</tr>
<tr>
<td>Mutual respect</td>
<td>Not enough time to finish</td>
<td>Everyone has vastly different ideas to move in the right direction</td>
</tr>
<tr>
<td>Veteran Perspective</td>
<td>Purpose not clear</td>
<td>I am not alone with my goals and concerns</td>
</tr>
<tr>
<td>Good teamwork</td>
<td>Personal agendas</td>
<td>What is included in Employee Engagement</td>
</tr>
<tr>
<td>Good communication</td>
<td>Leadership not engaged</td>
<td>Communication across services</td>
</tr>
<tr>
<td>Networking</td>
<td>Side conversations</td>
<td>Current state of the facility</td>
</tr>
<tr>
<td>Process went well</td>
<td>Participation (left after break)</td>
<td>Good diversity brings ideas</td>
</tr>
<tr>
<td>Small group work</td>
<td>Lost in the weeds</td>
<td>Lots of work ahead</td>
</tr>
<tr>
<td>Opportunity to share</td>
<td>Cold room</td>
<td></td>
</tr>
<tr>
<td>Intent was met</td>
<td>Cell phones</td>
<td></td>
</tr>
<tr>
<td>Feel empowered</td>
<td>Cross talk</td>
<td></td>
</tr>
<tr>
<td>Learned new perspectives</td>
<td>Audiovisual equipment</td>
<td></td>
</tr>
</tbody>
</table>

Report Date: 1/9/2017
Title of Project: TPOC 2017
Fallen Soldier Battle Cross Memorial

By Sandra Kidd

Approximately eight years ago, local Vietnam Veteran Jack Flowers was visiting family in California when his brother-in-law asked if he would like to attend a memorial dedication with him at his VFW chapter. Jack did attend and thought the memorial, a Fallen Soldier Battle Cross, was really nice and that we should have one in Roseburg. He didn’t do anything with the idea until 2015, when he was being treated for Hepatitis C and the medication he was taking kept him up all night. This gave Jack plenty of time to think and the memorial came back to mind. He sat up for hours, mulling over ideas and eventually coming up with a plan.

The Vietnam Veterans of America (VVA) Chapter 805, which Jack is a member of, holds their board meetings on the second Monday of the month and Jack had his plan ready to present at the March 2015 meeting. The board loved the idea and it was brought up again at the next month’s meeting. After debating about 20 different fundraising ideas, they settled on selling custom made calendars. Shortly after that, Jack had a meeting at The News Review, Roseburg’s hometown newspaper, where he was introduced to Shannon Smith, who was able to get Jack in touch with a company that could put the calendar together and print it for them. Jack again returned to the VVA board with this information. He suggested that he would pay the upfront cost of $4200 to have 5000 calendars printed, that way the VVA had no way to fail. The plan was that Jack would be paid back once the money was collected and the remainder would go towards the memorial.

The calendar ended up with 13 photos of the Umpqua region that were donated by Jack, The News Review, and other VVA members. The News Review helped him put the calendar together and according to Jack, “It never would have happened without their assistance.” The calendars were ordered on October 31, 2015 and were delivered to Jack on November 11, 2015, Veterans Day. The VVA immediately began to sell the calendars to their friends and family and also set up tables in front of thirteen different local grocery stores and gas stations. The calendars sold for five dollars each and all but 1200 were sold, raising $22,000, which was the amount they needed. The extra calendars were handed out for free to Veterans at the hospital.

Jack said this was a particularly hard time to sell calendars since it was just after the shooting at Umpqua Community College and the community had already raised over a million dollars to support the victims. Additionally, it was very close to Robert Van Norman, a Vietnam Veteran and member of the Cow Creek Band of Umpqua Tribe of Indians holds a sacred eagle wing as part of the dedication ceremony.

Continued on next page...
Christmas, Toys for Tots, and the many other distractions that the holidays come with. Jack was very emotional when talking about the great support and generosity that our community has for the Veterans here. Not only did people buy calendars, but they also just donated money, to include a $1000 check from Seven Feathers Casino Resort. Lithia Ford and Dodge were kind enough to buy a calendar for each of their employees.

Once the money was raised, they got working on getting the monument made. The statue was made by Atlas Bronze Casting, in Kearns, Utah. It is a very high quality bronze, consisting of 95% copper and 5% brass, and is made up of several different pieces, not a solid single cast. The boots and helmet were cast from a set of real boots and helmet that had actually been worn in Vietnam. Many Fallen Soldier Battle Cross statues do not use this method, instead using new boots. The granite pedestal that the statue sits on came from OM Stone in Hillsboro, OR, who also did all of the engraving. Quite by accident, it ended up that this piece of granite that was used for this monument came from the same quarry in Bangalore, Karnataka, India that the Vietnam Veterans Memorial in Washington, DC came from. They chose this particular black granite for its superior reflective quality. The base itself weighs in at 5800 pounds and was originally planned to go in the Roseburg National Cemetery.

After going through many committees from here to Washington DC, the plan was initially denied, due to a 2007 National Cemetery rule that no longer allowed depictions of weapons in any cemetery. “This broke my heart”, Jack said, especially since all the money had been raised and work on the monument had already commenced. Not one to give up so easily, Jack decided to take the plan to the Roseburg VA Medical Center’s Director, Douglas Paxton. Without skipping a beat, Mr. Paxton said, “It would be our honor” to have it on the VA campus, as our rules are different than that of the National Cemetery and the depiction of the M-16 in the statue would be allowed. Although this created extra unexpected work, Jack believes that the space chosen in front of the hospital could not have worked out better and was actually better than the cemetery would have been. This location is more visible and has a lot more foot traffic, so it will have a chance to be admired by many more people then...
had it gone into the cemetery. “It seems like that spot was just made for it”, Jack added, as there was already a brick alcove near the front entrance that was empty and the monument was a perfect fit. Since this area already had an overhang and lighting, the monument is lit up beautifully at night.

The monument was put into place on Thursday, March 2, 2017, and dedicated on March 4, 2017, in front of 250 guests. It means so much to Jack to be a part of bringing the monument to Roseburg. He knows that it will mean a lot, not only to the Vietnam Veterans that visit the Roseburg VA, but to everyone who sees it. Jack came from Poplar, CA, a small town of about 1200 people. Poplar sent Jack, his brother, and five other young men to Vietnam. They all returned home, but with varying degrees of injury. Getting the monument here was Jack’s way of “paying back the sacrifice of all who died in Vietnam”, a total of 58,479 Americans. Jack Flowers served honorably in the Army and served one tour in Vietnam.

A special thank you to Jack, and all of the members of the VVA Chapter 805, for all of the hard work, dedication, and determination they selflessly gave in order to bring such a meaningful monument to the Roseburg VA campus.

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PDX Offers Free Parking for Disabled Veterans

Disabled US Veterans can park for free in the Portland airport Economy Lot for up to 14 consecutive days. To qualify, the disabled Veteran must present one of the following verifications upon exiting the lot:

1. A valid, state issued, Disabled Veterans license plate;
2. A valid Veteran Health Identification Card with the designation ‘service-connected’ on the Card identifying a service-connected disability
3. A Form DD214 showing release from duty due to a disability;
4. Military ID (DD Form 2765/1173) with a “DAVPRM” or “DAVTMP” code on the form; or
5. Department of Veterans Affairs Benefits Summary Letter summarizing current benefits received from the VA for service-related disability.

The regular Economy Lot fee will apply to any days beyond the first 14 days.

The Veteran must exit the lot by using any
Transferring Skills to High School Students

By Beryl McClelland

On January 23, 2017, Nedra Arrowood-Ingram, Eli Baker, Brenna Peters and I were invited to Glide High School to present on job interview strategies for students in Mr. Chris Byrd’s Future Farmers of America (FFA) class. I had been contacted by Mr. Byrd asking for assistance in providing professional interviewing guidance and career support to Glide’s FFA students who will be competing in a regional FFA job interview competition in Days Creek this February.

Eli and I presented an overview of the rationale for professional cover letters and resumes, the importance of first impressions, being self-aware of non-verbal behavior, professional dress, and being well-prepared for a job interview. Examples of professional cover letters and resumes were passed out so students could actually see a finished product that would be presented to prospective employers. Professional portfolios were also discussed and shared with the students to demonstrate how important it is to document your accomplishments during your professional career journey.

Nedra and Brenna, both previous graduates of the CHAMPIONS and recent graduates of the 2016 LEAD program, developed a project proposal that would assist students learning these skills titled Community Education Mentorship Alliance (CEMA). CEMA is specifically designed as a coach-mentor process for career development involving high school students. Medical Center Director, Douglas Paxton, approved the implementation of CEMA in November 2016 and now Glide High School and the classes taught by Mr. Byrd are taking full advantage of this program.

We took small groups of students and practiced interviewing each student using the VA Performance Based Interview (PBI) questions. Students received one on one coaching on interviewing, learned the importance of positive constructive feedback, and ways to improve their interviewing skills. Copies of the PBI questions were given to each student with the intent that the students continue to practice their interviewing skills.

All the students and Mr. Byrd were extremely pleased with the coaching sessions and a total of 28 students in two different classes benefitted from being a part of it. Not only did they receive personalized coaching, but they were able to see professional examples of resumes that they will soon be writing for their FFA requirements.

We have been asked to come back in the near future to do more interviewing skills demonstration and career coaching.

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