

Greenbelt Profile: Gordon Hubbard

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Gordon Hubbard, Manager of System Pharmacy at DHMC, completed his Greenbelt project that implemented a courier for the Pharmacy Medication deliveries in the out-patient clinic setting. Before his role at DHMC, Gordon was the Manager of

Operations and Logistics for the State Pharmacy of Massachusetts where he worked for over six years. He received his bachelor's degree in business and is currently an MBA candidate at Champlain College.

Gordon's interest of process improvement sparked from the Health Systems Director in his previous role. His director, a certified Greenbelt, taught Gordon about process improvement work. "I was fortunate to not only learn about process improvement, but actually live it and implement it," says Gordon, "It really opened my eyes to the power of process improvement. I became hooked." Prior to completing his project Gordon explains he had difficulties as an operations manager with no processes in place, and was constantly firefighting and working in chaos. Although, Gordon had never worked on a project as a Yellowbelt he did have the opportunity to be a sponsor of a project.

Meeting co-workers and learning more about their roles in their departments was what Gordon enjoyed most about the Greenbelt class. "I believe that process improvement workers are altruistic in that they are working on projects that are greater than themselves," says Gordon. He enjoyed seeing their passion to create a process to make DH a better organization for both patients and employees.

Gordon's project stemmed from the transportation of patients. "The need to move low acuity patients to our affiliates so we can bring in high acuity patients was being delayed because we could not move the medications," says Gordon, this prompted the need to move medications to our affiliates as well. The pharmacy implemented a standard procedure to ensure next day drug delivery to all outpatient

clinics in the DH System, including electronic order entry and tracking that provided delivery notifications. This resulted the need for the Lab to join the project as well and led to significant savings and technology to track shipments.

Utilizing the voice of the customer (VOC) was the most useful tool for Gordon's project as it helped him hone in on what the customer really wants. "When we did the VOC work on my project two things happened, it was eye opening to us on the project team about what the customer really wanted and the customer felt we cared enough about them to ask the questions." Gordon believes we make bad assumptions about what the customer wants based on inaccurate or incomplete information, when the solution was as simple as asking the customer.

"They were engaged and willing to take on the extra work to complete the project on time," Gordon says about his team's commitment to the project. "The thing that was difficult was being patient and sticking to the DMAIC steps," remembering there are steps to complete

"It has completely changed how I look at problem solving." -Gordon Hubbard

and not jumping to conclusions, Gordon found he had to reign himself back in. However, he will not be able to look at a project without the DMAIC process in mind.

Gordon would like to thank his coach, Paul Christman, "I cannot say enough about my coach, he has become a friend and someone who I trust and look to for feedback and advice." Paul was there to help support him in meetings and presentations. "Creating repeatable, defined, managed, and optimized work is my goal. I know that if you can achieve this your employees will be happy along with your customers," says Gordon. He has supported his employees who also show interest in process improvement knowing how much of an asset it is to the department.