

MANUFACTURING EXTENSION PARTNERSHIP

Success Stories from the Field

Hanger Prosthetics and Orthotics

Florida Manufacturing Extension Partnership

Hanger Orthopedics National Fabrication Awarded 2005 Manufacturer of the Year

Client Profile:

Hanger Orthopedic Group, Inc., with 140 years of clinical excellence, is a leading provider of orthopedic and prosthetic patient care service in the United States. Their National Fabrication Center in Orlando, Florida, is one of three Hanger fabrication facilities that creates custom order prosthetic and orthotic devices. The three fabrication shops in Arizona, California and Florida serve 600 facilities. The Orlando, Florida, facility employs 32 technicians and 3 administrative personnel.

Situation:

Hanger's Vice President of Operations, Randy Harris, makes it clear that the introduction of new technology like Insignia™, the use of hand held laser scanners with motion tracking capabilities and proprietary CAD/CAM computer software along with oversees competition keeps pressure on the fabrication centers to continually improve performance. Randy says, "While we continually integrate the latest Hanger technology into our products and process, many of the orthotic and prosthetic products for upper and lower extremities are hand crafted just like they were decades ago." The vision to change to a lean environment started with Randy and Jeff Rosen, Director of Orlando Fabrication Center. Both men are experienced practitioners in lean manufacturing and Six Sigma and recognized that there were huge gains by moving to a lean environment; however, they could not tackle the lean initiative alone and called on the Florida Manufacturing Extension Partnership (Florida MEP), a NIST MEP network affiliate, to help establish a culture of Lean thinking and Lean transformation.

Solution:

Florida MEP Project Manager, Henry Miller, conducted a Lean Awareness workshop for all National Fabrication employees to bring them up the level of lean understanding. Next, a National Fabrication team selected "metal" ankle, knee orthotic (AKO) and knee, ankle and foot orthotic (KAFO) products to Value Stream Map which literally mapped the flow of work through beginning to end of production process. The team was amazed at the opportunities identified to improve the process. The Hanger team turned the opportunities into reality with a hands-on Kaizen event creating a cell with team accountability.

Recognizing the Lean Transformation results in the Orlando Fabrication facilities, Hanger management determined this model to be the company standard and has rolled out Lean Transformation in the Anaheim and Phoenix fabrication centers. Hanger's National Fabrication Center in Orlando was awarded the 2005 Manufacturer of the Year Award by the Manufacturers Association of Central Florida (MACF). The award is in recognition for exceptional growth, improved productivity, increased sales and all around company excellence.

Results:

www.mep.nist.gov



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- * Reduced customer lead time from 5 days to 3 days.
- * Improved quality.
- * Eliminated overtime.
- * Increased throughput from 145 per month to 180 per month.
- * Achieved 99 percent on-time delivery and 70 percent early delivery.
- * Reduced cell manning requirements from 5 associates to 4, transferring 1 associate to another product.
- * Increased productivity by more than 20 percent.
- * Sustained continuous improvement.
- * Awarded Manufacturers Association of Central Florida's 2005 Manufacturer of the Year.

Testimonial:

"After some basic lean training by the Florida Manufacturing Extension Partnership, the group used Value Stream Mapping and Kaizen events and reworked our entire work flow process. Our corporate offices in Arizona and California have now begun the same lean transformation process due to the success in Florida.

Jeff Rosen, Director