

Profile

Carestream Health Rochester (CHR), a branch of Carestream Health, Inc. (CSH) continues on its lean journey to eliminate waste in all forms in our Finishing operation. This journey has resulted in financial savings, improved customer service and a reduction in inventory. CHR has achieved the following world class results:

Environment, Health and Safety

(EHS):

Safetrack participation by all associates (250 safetracks in 2007 and 260 safetracks in 2008) and quarterly EHS standowns have changed a reactive culture to a pro-active culture. Our goal is to identify and address high risk areas before an OSHA injury occurs. This has resulted in:

- 65% reduction in OSHA incidents since 2006.
- ISO 14001 EMS Certified.

Quality:

CHR uses Jidoka principles, Poka-Yoke, the Quality Assurance System (QAS) and Six Sigma tools to promote a zero quality incident mindset which has yielded the following results:

- 0 Mixed and Mis-Identified (M&M) incidents in the last 4 years.
- Defective Parts per Million (DPPM) less than 10.
- 65% reduction in unplanned, operational waste in 2008 from 2007.
- ISO 9000 certified
- ISO 13485 certified

Cost, Productivity and Delivery:

CHR's continuous improvement thru kaizen has resulted in the following:

- 45% reduction in manufacturing space from October, 2007

- An improvement in our customer service metric from 88.1% to 99% from December, 2006.
- 45% reduction in film, days-of-supply inventory since October, 2007.
- 46% improvement in output per person since January, 2007.
- Improvement in Overall Equipment Efficiency (OEE) from 67% in July, 2007 to 85% in December, 2008.

Business Results:

The leading market provider for Dental Intra-Oral Film packets for the last 10 years

- 60% reduction in the Labor + Burden portion of the unit manufacturing cost (UMC)

People (Associates):

At the core of our improvement efforts are our associates. CSH operates with six principles; Customer, People, Integrity, Entrepreneurship, Stretch and Quality. These principles and the value we place on individuals has resulted in a stable work environment with a turnover rate of 4.3%.

Process:

CHR produces dental, intra-oral x-ray packets. Our vision is to be the low cost provider and at the same time be flexible enough to react to ever changing customer requirements. This flexibility is another example how associates contribute to the success of the business. Our Lean journey is based on:

Stability: Disciplined predictable processes continuously improved by the elimination of waste.

Just –In – Time: Use of flow, pull, kanban and a production control system.

Jidoka: Use of Poka Yoke, QAS and FMEA tools.

Product:

Rochester is the sole provider of Intra-Oral, PolySoft dental packets for CSH. The operation consists of converting, packet making and packaging and makes 39 unique items. As a manufacturer of medical devices, CHR is required to meet both national and international regulations, standards and laws.

Plant:

When CHR separated from Eastman Kodak Company in May, 2007 we began renting our existing space in Kodak Park, Rochester, New York. The entire operation resides on 27,000 square feet of space and consists of both darkroom and white light operations. The operation employs 43 full time associates.

Customers:

CHR is the world wide provider of Intra-Oral, PolySoft dental packets and sells finished goods to dealers and distributors. We also sell semi-finished goods to customers and the CSH finishing site in Guadalajara, Mexico.

From a community perspective, associates contribute financially to a local charity (United Way). Once per year, a team of associates volunteer their time to complete a project (United Way Day of Caring) at a local charity. In addition 2-3 times per year we send a package to a local soldier in Iraq or Afghanistan.

Corporation:

CSH is subsidiary of Onex Corporation and is an internationally successful company providing medical and dental imaging systems and information technology solutions; molecular imaging systems; and non-destructive testing

products to a broad base of customers around the world.

CSH employs more than 8,100 associates around the world which serves thousands of customers in more than 150 countries. Carestream Health, Inc. can be found online at: <http://www.carestreamhealth.com>

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