*Read the* ***Community Medical Associates****case and provide your response to the following questions.*

*1. Explain how CMA used the four principles of lean operating systems to improve performance.*

*2. Using information from the case, sketch the original paper-based value chain and compare it to a sketch of the modern electronic value chain that uses a common database.  Explain how the performance of both systems might compare..*

*3. What is a total annual record retrieval cost savings with the old (paper-based) versus new (electronic) systems?*

*4. Does this CMA improvement initiative have any effect on sustainability?  If so, how?  If not, why?*

*5. Using lean principles, can you simultaneously improve the speed and quality while reducing waste and costs?  What are the tradeoffs?  Justify.*

*Please submit the assignment in the following format:*

* *Title page*
* *Use a Level 1 heading to separate your responses*
* *Reference page (use at least 5 references)*
* *Make sure each response is at least 300 words in length*