

Lean, Six Sigma and Process Improvement in Healthcare Summit

March 17-20, 2009, Intercontinental Hotel, New Orleans, LA

Register online with credit card and receive an additional \$50 discount

WCBF's Lean Six Sigma and Process Improvement in Healthcare Summit
MARCH 17-20 2009, NEW ORLEANS, LA

YES, I want to register

	FULL PRICE	PRICE BEFORE 02/10/09	PRICE BEFORE 12/30/08	PRICE BEFORE 11/18/08	PRICE BEFORE 10/21/08
<input type="checkbox"/> GOLD PACKAGE: Summit plus pre and post Summit workshops	\$4992	Save \$500! \$4492	Save \$600! \$4392	Save \$800! \$4192	Save \$1000! \$3992
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<input type="checkbox"/> SPOUSE PACKAGE	\$425	N/A	N/A	N/A	N/A

*FREE! All completed registrations received before 02/22/09 will be entitled to receive FREE! 5 GOAL/QPC Memory Joggers worth over \$75, to be sent to you by GOAL/QPC prior to the event. If you wish to take advantage of this offer, please tick this box

To receive early bird discounts, payment must be made at the time of registration and before the respective cut-off date

REGISTRATION CODE FOR THIS EVENT:

Please tick to select the options you wish to attend:

Silver and Gold packages Only: Workshops - March 17 A or B or C and D or E or F or G or H or I

Bronze and Gold packages Only: Workshops - March 20 J or K and L or M

All Packages: To come

Please also quote this when registering on-line or by telephone

Mr/Ms/Miss/Ms/Dr/Other

Name _____

Position _____

Approx. length of time personally involved in Six Sigma Years _____ Months _____

Organization _____

Nature of Business _____

Email Address _____

Address _____

Zipcode _____ Country _____

Telephone _____ Cell _____

Fax _____

Dept. Head _____ Title _____

Signature _____ Yes, I agree to WCBF's terms

How to Register

Toll Free (1) 800-959-6549 or (1) 212-672-1713
Complete and send this registration form to
Fax Toll Free (1) 800-959-6561 or (1) 312-873-4331
By Post: Complete and return the registration form together with check to
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online: www.wcbf.com/quality/5091
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Payment Terms and Conditions
Payment includes refreshments, lunches and delegate pack containing all presentations and meeting materials. For us to make sure that you have the best service, please arrange for payment to arrive 10 days prior to the conference. For less than 10 days prior to the event, a credit card payment will be requested.

Protection of your data
Personal data is gathered in accordance with the Data Protection Act 1998. Your details may be passed to other companies who wish to communicate with you, or to other WCBF Customer Service staff at the address above. If you do not wish to receive these offers, please write to WCBF Customer Service at the address above.

Unable to attend?

The summit experience is unique, but we can still provide you with the documentation of the event you missed on CD! Please complete Registration Form and Payment Methods, and your copy of the event documentation will be posted to you. Please allow for 28 days for delivery. **To place an order please tick.** CD (slides of all presentations) - \$699 (inc. P&P)

WCBF's Lean Six Sigma and Process Improvement in Healthcare Summit
MARCH 17-20 2009, NEW ORLEANS, LA

8th Annual Lean, Six Sigma and Process Improvement in Healthcare Summit

Intercontinental Hotel, New Orleans, LA
Summit: March 18-19 ■ Pre-Summit Workshops: March 17 ■ Post-Summit Workshops: March 20

OUR LEADING SPEAKER PANEL INCLUDES:



Greg Stock
CEO
THIBODAUX MEDICAL CENTER



Robin Wilson
Vice President of Medical Affairs
THEDACARE



Twila Burdick
Organizational Performance
BANNER HEALTH



Charles DeBusk
Vice President, Performance & Process Improvement
UNIVERSAL HEALTH SERVICES, INC.



Glenn Crotty MD
Chief Operating Officer
CHARLESTON AREA MEDICAL CENTER

Summit Chair
Deborah Smith
VP Process Improvement
CENTURA HEALTH



Gary Kaplan
Chairman and CEO,
VIRGINIA MASON HEALTH SYSTEM



Tomas Gonzalez
VP Quality Initiatives,
VALLEY BAPTIST HEALTH SYSTEM

WHAT'S DIFFERENT ABOUT WCBF'S 8TH ANNUAL LEAN SIX SIGMA AND PROCESS IMPROVEMENT IN HEALTHCARE SUMMIT?

- Delivering Unparalleled Opportunities:**
 ■ Over 25 Presentations and 7 Dedicated Tracks ■ 13 Pre and Post Summit Interactive Workshops ■ Six Sigma CEO Benchmarking Forum ■ VP of Six Sigma Forum and Master Black Belt Forum ■ Storyboard Presentations
- Focused Tracks and Break-Out Sessions include:** • Beginners • Intermediate/Advanced • Managing Change in the Organization • People Management for Effective Implementation • Focus on Lean • Clinical Case Studies • Strategic Process Improvement

Confirmed expert speakers :

- Thibodaux Medical Center
- American Hospital Association
- Thedacare
- Mayo Clinic
- Banner Health
- SSM Healthcare
- BJC Healthcare
- Lake Hospital System
- North Shore-Long Island Jewish Health System
- Quest Diagnostics
- Nationwide Children's Hospital
- Saint Vincent Health Center
- Universal Health Services, Inc.
- Blessing Hospital
- Wayne State University
- Bon Secours Health System
- Methodist Hospital
- Froedtert Memorial Lutheran Hospital
- US Oncology
- Good Samaritan Hospital
- Denver Health
- Charleston Area Medical Center
- Haemonetics
- Virtua Health
- Valley Baptist Health System
- Gundersen Lutheran Medical Center
- OSF Saint Francis Medical Center

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Lean Six Sigma and Process Improvement Summit in Healthcare

Unparalleled Speaker Panel of VPs and Senior Executives includes:



Greg Stock
CEO
THIBODAUX
MEDICAL CENTER



Robin Wilson
Vice President of Medical
Affairs
THEDACARE



Anantha Kollengode
Quality Improvement
Advisor
MAYO CLINIC



Twila Burdick
VP Organizational
Performance
BANNER HEALTH



Vinnie Brigandi
Director of Process
Improvement
SOLARIS HEALTH
SYSTEM



Guy Johnson
MBB
BJC HEALTHCARE



Jody Thompson
Director of Strategic
Management
OSF SAINT FRANCIS
MEDICAL CENTER



Donna Powers
Six Sigma Master Black
Belt
NORTH SHORE-LONG
ISLAND JEWISH HEALTH
SYSTEM



Thomas Decker
Manager
GE HEALTHCARE



Steve Osborn
VP, Quality Compliance &
Improvement
SAINT VINCENT HEALTH
CENTER



Charles DeBusk
Vice President,
Performance & Process
Improvement
UNIVERSAL HEALTH
SERVICES, INC.



Anita Yelton
Consulting Manager
GE HEALTHCARE



Lance Privett
Director of Process
Improvement
BLESSING HOSPITAL



Kai Yang
Professor, Department of
Industrial and
Manufacturing Engineering
WAYNE STATE
UNIVERSITY



Doug Sears
Director of Performance
Improvement/Knowledge
Transfer
BON SECOURS HEALTH
SYSTEM



Jeff Rich
Executive Director - Major
Projects & Efficiency
Improvement
GUNDERSEN LUTHERAN
HEALTH SYSTEM



Chetan (M.S) Makam
Director, Office of Business
Process Excellence
Six Sigma/Lean MBB
HAEMONETICS
CORPORATION



Dr. Jayant Trewn
Faculty and Master
Blackbelt
BEAUMONT UNIVERSITY,
BEAUMONT HOSPITALS



Phil Goodman
Senior Lean Facilitator
DENVER HEALTH



Glenn Crotty MD
Chief Operating Officer
CHARLESTON AREA
MEDICAL CENTER



Joseph Swarz
Director of Business
Transformation
ST. FRANCIS HOSPITAL
& HEALTH CENTERS



Tomas Gonzalez
VP, Quality Initiatives
VALLEY BAPTIST
HEALTH SYSTEM



Jennifer MacKenzie
Vice President, Strategic
Planning, Transformation
Support and Innovation
PROVINCIAL HEALTH
SERVICES AUTHORITY,
VANCOUVER, CANADA



Harry Cook
Professor Emeritus
UNIVERSITY OF ILLINOIS
AT URBANA-CAMPAIGN



Mike O'Neill
Efficiency Improvement
Leader, MBB
GUNDERSEN LUTHERAN
HEALTH SYSTEM



Daniel Walker
Master Black Belt
BAYCARE HEALTH
SYSTEM



Barbara Sutch
Six Sigma Black Belt
LAKE HOSPITAL
SYSTEM



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SUMMIT AT A GLANCE

PRE-SUMMIT WORKSHOPS, March 17th 2009

8.30 9 Practical Interactive Workshops

DAY ONE MAIN SUMMIT, March 18th 2009

8.45 Opening Address Day One

9.30 Plenary

10.40 CEO Benchmarking Forum

1.20	TRACK A: BEGINNERS	TRACK B: INTERMEDIATE/ADVANCED	TRACK C: MANAGING CHANGE IN THE ORGANIZATION
3.15	TRACK A: BEGINNERS	TRACK B: INTERMEDIATE/ADVANCED	TRACK D: PEOPLE MANAGEMENT FOR EFFECTIVE IMPLEMENTATION
4.45	Master Black Belt Panel		
5.25	Cocktail Reception		

DAY TWO MAIN SUMMIT, March 19th 2009

8.40 Opening Address Day Two

10.50	TRACK E: FOCUS ON LEAN	TRACK H: CLINICAL CASE STUDIES	TRACK I: STRATEGIC PROCESS IMPROVEMENT
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2.40 Plenary

3.20 End of Summit Day Two

POST SUMMIT WORKSHOPS, March 20th 2009

8.30 4 Practical, Interactive Workshops

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Email: register@wcbf.com Register On-line: www.wcbf.com/quality/5091

Why you cannot afford to miss WCBF's 8th Annual Lean Six Sigma and Process Improvement in Healthcare Summit:

Forecasting over 200 senior-level attendees, WCBF's 8th Annual Lean Six Sigma and Process Improvement in Healthcare Summit is the largest gathering of its kind for leading experts and senior executives across healthcare. The common driving force is a passion for Lean, Six Sigma and Process Improvement tools that drive innovation and performance excellence, ultimately improving the quality of patient care, minimizing errors and maximizing revenue.

This unique agenda is packed with unparalleled opportunities for knowledge-sharing and networking including the exclusive CEO Benchmarking Forum, VP of Six Sigma Forum, Master Black Belt Forum and over 25 powerful case studies in 7 dedicated tracks.

Find out how to:

- **ALIGN** Lean Six Sigma deployment with organizational objectives
- **STREAMLINE** your performance improvement toolkit to maximize effectiveness
- **BE INNOVATIVE** with project selection and execution
- **SUSTAIN** improvement and achieve continued success

Wherever you are on your Lean, Six Sigma and Process Improvement journey, this Summit is for you. Whether you are a potential user, new user or sophisticated user, you will find interactive workshops and presentations that suit your areas of interest and level of expertise.

What's New?

- **NEW and IMPROVED** Parallel Tracks and Break-Out Sessions
- Storyboard presentations
- CEO and VP of Six Sigma Benchmarking Forums

STORYBOARD PRESENTATIONS

Storyboard/poster presentations will be on display for the entire Summit. Presenters will be available to discuss their storyboards on both days of the Summit during the morning and afternoon refreshment breaks.

All accepted storyboard presenters will receive a 30% discount to attend the summit. In order to be considered, please email an abstract of your presentation proposal to denise.taylor@wcbf.com. Abstracts should be up to 250 words in length, outlining the project to be covered. The deadline for submitting abstracts is Friday 30th January 2009.

Further details regarding the required format of storyboard presentations will be given to successful presenters. Storyboards will be approximately 4 ft wide and 3 ft high, displayed on tabletops alongside the exhibition.

timely, topical, fresh, credible

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The Global Six Sigma & Business Improvement Awards

The Global Six Sigma and Business Improvement Awards 2009 The Global Six Sigma and Business Improvement Awards are given to the most outstanding organizational achievements through the deployment of business improvement programs.

The focus of this elite awards program is to demonstrate to the global business community the real results and excellence which organizations achieve through the successful deployment of Six Sigma and other business excellence programs.

The Awards present a great opportunity for organizations to win recognition for the great work that their Six Sigma and business excellence people are delivering to customers, shareholders and colleagues.

The Global Six Sigma and Business Improvement Awards are steered by an independent Advisory Panel and judged by a panel of independent business improvement experts and practitioners.

Entries are welcomed from all types of organizations across the globe, both within the private and public sectors, which have implemented business improvement initiatives to deliver real organizational excellence.

For more information, please visit www.tgssa.com

Venue Description

Intercontinental Hotel, New Orleans, LA

A FOUR-DIAMOND TREASURE IN THE CENTRE OF TOWN
 InterContinental New Orleans enjoys one of the city's most coveted locations: two blocks



from the French Quarter, four blocks from Harrah's New Orleans, six blocks from the riverfront and – come Mardi Gras time – a front row spot on the St. Charles Avenue parade route. The Morial Convention Center, Uptown and the Louisiana Superdome are also nearby. Join WCBF's Lean, Six Sigma & Process Improvement in Healthcare Summit at the Intercontinental, New Orleans. www.intercontinental.com/neworleans

CONTINUING EDUCATION CREDITS

WCBF, Inc is authorized to award 16 hours of pre-approved continuing education credit for this program plus 2 for each workshop towards advancement by the National Association for Healthcare Quality.



CUSTOMER TESTIMONIALS

Overall - well done. Excellent mixture of speakers and break-out sessions.
 Charles Mount, Director of Healthcare, Novaces

Subject matter and speakers were excellent
 Kevin Hetzer, MBB, Commonwealth Health Corporation

Conference was very informative and a broad spectrum of people and speakers
 Willie Diefenbach-Jones, Director of Lean Six Sigma, US Oncology

This summit was excellent! The opportunity to listen to and talk to the experts was invaluable. I will return to my organization with new knowledge and strengthened skills.
 Kay Culberson-Wilkie, Patient Safety Specialist, Mission Hospitals

Extraordinary in thinking, a must for leadership
 Shawn Rhodes, Senior Performance Engineer, Premier Inc.

The range of expertise and experience was a huge benefit.
 Terri Brumfield, Lean Six Sigma Black Belt, Missouri Baptist Medical Center

Incredibly informative. Practically significant. Subject matter allows one to weigh organization's progress against peers. Wonderful networking opportunity.
 Linda Dodge, Six Sigma Black Belt/Lean Facilitator, St Rita's Medical Center

Excellent
 Gwenda Dobbs, Associate Admin, Women's Services and Quality Improvement, White River Medical Center

Informative and usable in my practice. Enjoyed learning about Six Sigma and concepts.
 Billie Axley, Director, Quality Initiatives, Fresenius Medical Care

PRE-SUMMIT WORKSHOPS, March 17th 2009

Choose from 9 Practical, Interactive Workshops to include hands-on exercises and walk-throughs of specific projects

Includes Breakfast

WORKSHOP A: 8.30-11.15 Lean Six Sigma for Beginners

- Overview of process excellence tools: Lean Six Sigma
- Using the right tool for the right job
- How to deploy a successful and sustainable Lean/Six Sigma program
 - Determining if you are ready
 - Key Success Factors: People, Projects, Process & Program management
- Hands on classroom exercises

Chetan (M.S) Makam, Director, Office of Business Process Excellence, Six Sigma/Lean MBB, **Haemonetics Corporation**

WORKSHOP LEADER: As Director of Marketing & Business Solutions at Haemonetics Corporation, Chetan helps forge strategic partnerships with customers through value-added solutions. Chetan helps customer companies deploy and execute value-added solutions/services by building and deploying customized programs in Six Sigma, Lean, Process Consulting, Market Research, and Recruitment Training to strengthen customers' businesses that result in improved efficiencies, reduced cost and improved product quality. Chetan has also successfully applied the Design for Six Sigma methodology to help customers start and commercialize new products and services. Chetan works with the senior management to create programs and implement programs and develop program governance infrastructure that will track programs results and performance metrics, including project progress and financial impact. He also develops and delivers industry specific training materials for customers.

Includes Breakfast

WORKSHOP B: 8.30-11.15 Fast-track to Performance Excellence: Creating World-class Organizations Through a Benchmarking Initiative

The objective of this workshop is to outline the need for self assessment and benchmarking; provide insights about potential bottlenecks and suggested solutions during benchmarking. The presentation will discuss common self-assessment approaches used, benefits of self-assessment. The six levels of self-assessment within the organization will be reviewed. The use of leading and lagging performance indicators in self assessment will be summarized. In the highly competitive economy it is imperative for organizations to be world class performers (Baldrige, BEA etc). For example the MB winners outperformed S and P firms 3 to 1 for nine consecutive years. Participation in these programs increases organizational focus, customer focus, innovation, growth, efficiency, effectiveness, quality and provide a balanced scorecard. Also brings in external focus and search for and adapt best practices (cross pollination). Benchmarking is the search for best practices, the ones that will lead to superior performance. Establishing operating targets based on the best possible industry practices is a critical component in the success of every organization.

Anantha Kollengode, Quality Improvement Advisor, Quality Management Services, **MAYO CLINIC**

WORKSHOP LEADER: Anantha (Andy) Kollengode works as Quality Improvement Advisor at Mayo Clinic, Rochester for over two years. Prior to joining Mayo, Andy has over 10 years experience in the food industry in various capacities implementing Quality Assurance, Continuous Improvement, Lean and Six Sigma. Andy has his PhD in Food Science and Technology, from University of Nebraska and MBA from Washington University, St. Louis. Andy is ASQ certified Quality Manager and Operational Excellence, six sigma black belt and a senior member of ASQ. Andy has 10 peer reviewed publications. In the last year, Andy presented at American college of Surgeons, Institute of Healthcare Improvement (IHI), Mayo quality conference and Society for health systems conference and Industrial Engineering Research Conference.

Includes Breakfast

WORKSHOP C: 8.30-11.15 DFSS – Designing Health Care processes using Voice of the Customer – A Systems Approach

Incorporating VOC into the design of Healthcare processes helps in designing processes that are driven by Customer CTQs and ensures the delivery of six sigma performance. A systems approach is used in this QFD method in which the VOC is captured in the form of process functions. This is translated into the Process Design parameters in the second HOQ. Subsequently the process is mapped and prioritized by the Pugh concept, translated into task designs, process controls and followed by an FMEA. This entire design process is mapped out and systematically navigated in a roadmap. Attendees will learn the various concepts, apply them in a workshop format and complete a process design exercise. Each attendee will be given a set of templates that they can readily use to design healthcare processes.

Dr. Jayant Trewn, Faculty and Master Blackbelt, Beaumont University, **Beaumont Hospitals**

WORKSHOP LEADER: Dr. Trewn is currently serving as Faculty and Master Black Belt with Beaumont University, at Beaumont Hospitals in Michigan. He designs, implements, teaches and manages Performance Improvement Programs. Jayant has managed Global Quality Operations in US and India in Healthcare information management settings. He has a doctorate in Industrial Engineering and an MBA in Information Systems. Jayant has also designed and implemented TQM and Six Sigma Process Improvement programs at a Global IT services company with operations in US, India, China and Mexico.

He has presented on TQM and Six Sigma topics at national and international conferences. He is a Certified ASQ Six Sigma Black Belt and actively teaches IE and MBA courses as an adjunct faculty at Wayne State University in Detroit, MI.

Includes Lunch

WORKSHOP D: 11.30-2.15 Lean and Kaizen for Beginners

Overview: This workshop will provide a basic overview of lean and kaizen concepts, and their practical application to healthcare.

Learning Objectives

Learn:

- The basic lean and kaizen tools & techniques:
 - Value, waste, value stream waste reduction, 5S, visual controls, mistake proofing, jidoka, changeover time reduction, standardized work, flow, heijunka, kanban, and kaizen events.
- How to use lean and kaizen basics to deliver sustainable world

class results.

- How to apply lean and kaizen to the following healthcare cases:
 - Radiology and Laboratory turnaround time reduction,
 - Emergency Department length of stay reduction,
 - Orthopedic supply cost reduction,
 - Interventional Radiology profitability optimization,
 - Nursing process streamlining,
 - Order management streamlining, and
 - Surgery throughput increase.

Joseph Swarz, Director of Business Transformation, **ST. FRANCIS HOSPITAL & HEALTH CENTERS**

WORKSHOP LEADER: Joseph Swartz has 14 years experience guiding Lean Six Sigma implementations. He has presented at several national conferences. He is the co-author of *Seeing David in the Stone: Find and Seize Great Opportunities*. He received an M.S. in Management from Purdue University as a Krannert Scholar for academic excellence.

Includes Lunch

WORKSHOP E: 11.30-2.15

Utilizing Multi Vari and Analysis of Variance (ANOVA) tools for transactional billing and revenue charge capture projects in a healthcare setting

This workshop will provide case study examples of applying Six Sigma analysis tools to improve operational performance in a health care environment from the patient visit to billing and receiving payment for services. A focus will include insurance claim submission and denials management monitoring and resolution processes. Insurance claim denials can be a source of revenue leakage if the root cause is not investigated and understood. The Six Sigma tools highlighted will include those which help investigate the relationships of discrete and continuous variable.

Some of these tools will be:

- Time Series Charts, Control Charts
- Boxplots
- Interval Plots
- Main Effects Plots
- Interaction Plots
- T-tests comparing two groups
- Oneway ANOVA's

Mike O'Neill, Efficiency Improvement Leader, MBB, **Gundersen Lutheran Health System**

WORKSHOP LEADER: Mike O'Neill is Master Black Belt, Efficiency Improvement Leader for the Gundersen Lutheran Health System in La Crosse, Wisconsin. Mike joined Gundersen in March, 2008 after spending 23 years in industrial manufacturing with Trane, an Ingersoll-Rand Company. Mike became a certified Black Belt and Master Black Belt during his tenure with Trane. He was the Six Sigma Leader for the commercial global finance team and led multiple transactional projects involving the order to cash cycle. His last assignment at Trane was Global Customer Quality Leader having responsibility for all warranty processes and policies, collecting customer quality information, establishing customer focused metrics, and timely claim resolution. Since joining the Healthcare industry Mike has been leading projects and mentoring project leaders in the application of Six Sigma in areas of revenue charge capture and billing process improvement.

Includes Lunch

WORKSHOP F: 11.30-2.15 Project Selection: Driving Results and Moving Businesses

Before we can use the wonderful Six Sigma tools, or Lean methodologies or even the change management tools readily at our fingertips, we must identify, select and prioritize potential projects. And to be successful in the end results, the selection and prioritization of those projects is critical. Learn tools to help identify potential projects with the help of leadership and project sponsors. Learn how to narrow the scope while meeting those CTQs and then rank and prioritize those projects into measurable metrics. Identify ways to quantify the success potential of any given project. The hands-on learning tools will help the participant to identify and prioritize potential projects that will drive the end results and move any business forward. Come prepared to participate in an

interactive learning session.

Claire Chadwell-Bell, Director of Care Management, **Centura Health**
Deborah Smith, VP Process Improvement, **Centura Health**

WORKSHOP LEADERS: Claire Chadwell-Bell's current role is as Director of Case Management and Six Sigma Black Belt at Centura Health's facility St. Mary - Corwin Medical Center in Pueblo, CO. Her responsibilities include development and implementation of operational excellence in all aspects of Case Management, Social Work and Discharge Planning. In addition, she facilitates Six Sigma and Rapid Decision Making projects. She has been with Centura since 2000 as both a Case Manager and Clinical Auditor. Her education is in healthcare, business and organizational development with an MBA in Health Care Management, a BS in Business Management and Organizational Development, and an AAS in Nursing.

Deborah Smith's current role is Vice President of Process Improvement, Six Sigma Master Black Belt and Master Change Facilitator Centura Health. She is directing, organizing and implementing performance improvement methodologies such as six sigma, lean, change management, rapid decision-making, project management and project tracking for the twelve Centura Health hospitals and thirty corporate departments. She joined Centura in 2004, after spending several years with GE Medical System's Performance Solutions. Her academic credentials are in healthcare, business, and education with a Ph.D. in Healthcare Management, Masters in Human Resource Management and Associate Degree in Radiologic Technology.

Includes Refreshments

WORKSHOP G: 2.30-5.15 Change Leadership: Essentials for Navigating the Future in Healthcare

Given the complex challenges of the healthcare environment, much more than project management is needed in order to be successful.

Change leadership is key to developing a high performing organization. Over the past 30 years, GE has demonstrated the success of its strategy for establishing a successful foundation for change. This session will impart how these tools have helped healthcare leaders and can help you navigate the role of change leader in unstable times.

Anita Yelton, Consulting Manager, **GE HEALTHCARE**

WORKSHOP LEADER: Anita began her GE career in 1980 and has worked at GE Aircraft Engines, GE Capital in three separate businesses, and the Jack Welch Leadership Development Center, better known as Crotonville, which included working with strategic customers by coaching them in their critical cultural change initiatives. She not only delivered specific training sessions, but consulted within specific industries to ensure the successful implementation of the tools applied in the classroom.

Anita has nearly eight years experience in the healthcare environment where the GE tools and methodologies enable her to effectively design, deliver and model successful engagements. Her high energy, customer focused approach has earned her accolades from both customers and GE colleagues. She is known for her expertise in CAP, Work-Out™, customer relationships, and excellent facilitation skills where she has over twenty five years experience in Change Leadership and consulting. Her article, Making the Journey Toward Culture Change in Healthcare, was published in iSixSigma.com, March 2, 2005. Anita is also a graduate of GE's Advanced Leadership and Facilitation Network (ALFN) and has facilitated a variety of strategic meetings, leadership and quality courses, as well as provided individual, team and executive coaching both domestically and internationally.

Includes Refreshments

WORKSHOP H: 2.30-5.15

Successfully Implementing Six Sigma in Healthcare: An Introduction to Six Sigma Principles, Practical Exercises and Case Study Examples

Six Sigma removes barriers to change and raises expectations about acceptable performance. Through the rigorous use of facts, data and statistical analysis to manage, improve and re-invent business processes, quality performance is achieved and national healthcare standards are met and exceeded not once, but on a never-ending basis.

This workshop will include a review of the essential elements of conducting a Six Sigma project, it will allow participants to apply Six Sigma tools, and examples of successful practical case studies will be discussed to demonstrate the use of the Six Sigma principles. This interactive session will provide insight into the following areas:

- Results that can be expected from applying Six Sigma
 - The need for accountability in healthcare to achieve and sustain maximum results
 - Alignment of Six Sigma with the strategic initiatives of the organization
- Tracy Drake-Kirkconnell**, MBA, Certified Master Black Belt Assistant Vice President, Quality Initiatives, **VALLEY BAPTIST MEDICAL CENTER – HARLINGEN**
Mariana Gonzalez Vela, EdD, Med, RD, Certified Master Black Belt Assistant Vice President, Quality Initiatives, **VALLEY BAPTIST MEDICAL CENTER - BROWNSVILLE**

WORKSHOP LEADER: Dr. Mariana Gonzalez-Vela is a Certified Master Black Belt and Director of Six Sigma at Valley Baptist Medical Center – Brownsville (VBMC-B). Dr. Vela is responsible for leading the implementation of Six Sigma principles, practices and techniques to improve operational and clinical performance at VBMC-B. She has worked with Six Sigma for approximately 3 years and has lead several successful Six Sigma initiative teams within Valley Baptist Health System. Dr. Vela holds Masters of Education and Doctorate of Education degrees from The University of Texas at Austin and is a Registered Dietitian. She also completed a National Cancer Institute postdoctoral fellowship. She has expertise in clinical and community nutrition and her research background includes an emphasis on overweight and obesity among children and adults and breast cancer prevention among minority populations. She has lectured nationally on her research and on improvements made in health care through the use of Six Sigma.

Includes Refreshments

WORKSHOP I: 2.30-5.15 Ensuring Project Success with Effective Scoping, Selection, and Hand-Offs

Selecting the most appropriate projects to deploy resources to is essential for maintaining a successful Lean-Six Sigma program. This workshop will demonstrate how projects are selected at the Nebraska Medical Center from the point that a potential project is first identified to the point that the project is initiated. Topics for this workshop will include methods for: aligning projects with organizational strategic objects, identifying and generating project ideas, filtering and prioritizing projects, handing-off projects to black belts, and holding sponsors and owners accountable.

John List, Master Black Belt, **NEBRASKA MEDICAL CENTER**

WORKSHOP LEADER: Jon List is a Six Sigma Master Black Belt at The Nebraska Medical Center (NMC) in Omaha, Nebraska. Since starting at NMC in January 2007, he has completed multiple Lean-Six Sigma related process improvement projects in areas such as the Operating Room, Emergency Department, and Radiology. He also worked with a team that developed a corporate-wide balanced scorecard and created the application for the Edgerton Quality Award. Jon received a Bachelor of Science in Industrial Engineering degree from the University of Nebraska-Lincoln in 2004 and will receive a Master of Business Administration degree from Indiana University's Kelley School of Business in January 2009.

DAY ONE MAIN SUMMIT, 18 March 2009

7.30	Registration and Breakfast	
8.45	<p>Demonstrating the difference that Lean Six Sigma makes to a healthcare organization</p> <p>Valley Baptist Health System (VBHS) is a pioneer in implementing Six Sigma in Healthcare. Now completing its 7th year of Six Sigma methodology execution, VBHS has realized tremendous success in all aspects of hospital operations, with particular achievements in the clinical arena. VBHS has reduced ventilator associated pneumonia rates in ICU patients by 85%, decreased mortality rates for patients with acute myocardial infarctions by 60%, reduced complication rates in patients with congestive heart failure by 72%, and reduced the average length of stay in patients undergoing coronary artery bypass graft surgery by 19%. Even with such stellar results, VBHS's journey has not been without its struggles. While Six Sigma is a methodology designed for the manufacturing industry, successfully applying it to healthcare, an enterprise supported by centuries of artistic interpretation of standards, has been both challenging and rewarding. Dr. Gonzalez will share VBHS's Six Sigma successes and failures, highlighting physician involvement, human resources and budgetary implications, patient care impact, and other rites of passage of its seven year relationship with Six Sigma.</p> <p>Tomas Gonzalez, VP, Quality Initiatives, VALLEY BAPTIST HEALTH SYSTEM <i>Winner of 3 awards at WCBF Global Six Sigma Awards 2007: Six Sigma Vice President of the Year The Platinum Award for Most Outstanding Organizational Achievement Best Achievement of Six Sigma in Healthcare</i></p>	
9.30	<p>Sustaining Leadership Engagement</p> <p>With the numerous day to day operations that executive leaders have on their plate, how do you keep them engaged in performance improvement? It seems that new regulatory requirements are forced upon on us on a regular basis. So how do we keep up with the changes in a systematic manner? I will share ideas how Thibodaux Regional Medical Center "grows" their leaders to be accommodating to the ongoing changes and also achieve high quality performance at the lowest cost. Quarterly leadership sessions, a strong foundation of performance improvement and ensuring accountability are just some examples we use to sustain engagement amongst our leaders.</p> <p>Greg Stock, CEO, THIBODAUX MEDICAL CENTER</p>	
10.10	Morning Refreshment Break and Storyboard Viewing Time	
10.40	<p>Role of Senior Leadership</p> <ul style="list-style-type: none"> importance of leading Lean efforts internally providing adequate resources aligning projects with strategic goals holding people accountable for project completion and results <p>Robin Wilson, Vice President of Medical Affairs, THEDACARE</p>	<p>Six Sigma CEO Benchmarking Forum</p> <p>Exclusive CEO discussion session and roundtable for CEOs passionate about Lean Six Sigma and the future for innovation.</p> <p>Attendance exclusive to Corporate CEOs and subject to approval, please sign up on the brochure registration form.</p>
11.20	<p>Optimizing Global Military Healthcare through Lean Six Sigma</p> <p>Richard C. Vinci, Rear Admiral, Senior Healthcare Executive, UNITED STATES NAVY</p>	
12.00	Full Service Plated Lunch for Speakers and Delegates	

PARALLEL TRACKS:

Choose from 3 parallel tracks of powerful case study presentations and topical breakouts according to your interest

	TRACK A: BEGINNERS	TRACK B: INTERMEDIATE/ADVANCED	TRACK C: MANAGING CHANGE IN THE ORGANIZATION
1.20 - 2.00	<p>Overview of Lean Six Sigma deployment at Mayo Clinic</p> <p>This presentation will provide with an overview of the structured problem solving methodology used in improving quality, safety, service, capacity and/or cost in clinical and non clinical settings at Mayo Clinic. An introduction to six sigma DMAIC framework and integrated lean tools and techniques used will be provided. Goals, deliverables and tools commonly used for each of the five phases in the DMAIC framework will be discussed, using healthcare examples. The concept of tollgate review and team composition to ensure successful implementation will be reviewed.</p> <p>Anantha Kollengode Quality Improvement Advisor MAYO CLINIC</p>	<p>Nebraska Medical Center's Approach to Implementing & Utilizing a Balanced Scorecard Abstract:</p> <p>A balanced scorecard can be an effective tool to monitor work unit performance and drive organizational strategic objectives. The objective of this presentation is to demonstrate the process for deploying and utilizing the Balanced Scorecard (BSC) at the Nebraska Medical Center. Some of the major topics will include The Nebraska Medical Center's method for: developing and deploying its BSC, aligning BSC metrics to strategic objectives, measuring metric performance, holding leadership accountable, and incorporating the BSC with process improvement.</p> <p>John List MBB NEBRASKA MEDICAL CENTER</p>	<p>Care Management: A Game Plan for Clinical Excellence</p> <p>Banner Health, a regional healthcare provider with 22 hospitals in seven western states, has developed a "game plan" for delivering consistently excellent care at all its facilities. Its Care Management Division leads this effort and in this presentation, Vice President Twila Burdick describes their approach and results they are achieving. She will describe Banner's Care Management "Game Plan" that includes:</p> <ul style="list-style-type: none"> Engaging clinical leaders in clinical improvement Taking advantage of innovative technologies and tools Applying operational science to healthcare processes <p>Twila Burdick VP Organizational Performance BANNER HEALTH</p>
2.05 - 2.45	<p>Getting started with Lean Six Sigma</p> <ul style="list-style-type: none"> overcoming initial scepticism choosing the correct approach integrating lean six sigma with existing organizational systems and practices <p>Patrice Daquin CQI Director, Master Black Belt SSM Healthcare</p>	<p>Six Sigma: Using the Right Tool for the Right Problem</p> <p>In this session, you will learn how to determine when to use DMAIC, Lean, and Work-Out to address a specific process issue. You will also learn how to integrate these methodologies and tools together to affectively drive process improvement in the Healthcare environment. You will be able to know when to apply the right tool for the problem you are facing.</p> <p>Daniel Walker Master Black Belt BAYCARE HEALTH SYSTEM</p>	<p>Creating change agents</p> <p>Change Equation: 1 + ALL = EVERY 1</p> <p>The task of managing a change initiative can be arduous if the people involved in the change do not have the necessary tools to engage their staff in the movement. People view change as something that is being taken away as opposed to something that may be given to make the process better. People fall into 4 categories when dealing with change 1) Risk Takers, 2) Early Adopters, 3) Late Adopters, and 4) Over My Dead Body Group (OMDBG). Failure to recognize and work with the resistance is the recipe for a failed effort. There are 7 steps to change that need to be addressed when trying to move people from place to another.</p> <ol style="list-style-type: none"> Who is Leading the Way? How do we Create a Shared Sense of Urgency? What does the Future look like? Have I built the necessary Coalitions and Commitments? How can I Measure this change effort? Are the Systems and Structured Aligned? How do we Sustain the Moment? <p>Using the tools of change to engage staff does not mean the change won't happen. What it does mean is the change is coming and what does the change agent need to do to help you get prepared.</p> <p>Guy Johnson MBB BJC Healthcare</p>

DAY ONE MAIN SUMMIT, 18 March 2009

2.45 - 3.15	Afternoon refreshment break		
3.15 - 3.55	<p>Use of Six Sigma in Process Improvement Six Sigma use in process improvement allows you to present data with confidence and the ability to determine statistical significance and relevance of data. With the tools of Six Sigma, data can be displayed showing descriptive graphs and process capability analysis. You know when to alert the team members as to when there is a measurable problem and whether it is significant to warrant further action.</p> <p>Questions to ask before you begin:</p> <ul style="list-style-type: none"> • Is data readily available? • What are the possible cost benefits? • What are the time constraints? • Who will provide commitment/support? <p>When should DMAIC (Define, Measure, Analysis, Improve and Control) versus PDCA be used for process improvement?</p> <p>Are we just doing projects or is this a culture change?</p> <p>Barbara Sutch Six Sigma Black Belt LAKE HOSPITAL SYSTEM</p>	<p>How Lean Six Sigma is evolving to Productivity Management The role of the Six Sigma professional is expanding from a resource that simply works on process improvements to a project manager of continuous process excellence aligned with a business strategy. As Peter Drucker stated: "you can't manage what you can't measure". Productivity is an effective measure of efficiency and Six Sigma methods are well-suited to drive it.</p> <p>To be fully effective, the Six Sigma professional must work closely with senior management to establish and set future productivity goals as well as to identify those process improvement opportunities that drive toward those goals. We are finding that the six sigma professional is perfectly placed to drive those metrics that drive higher productivity.</p> <p>Mike Bullock Master Black Belt QUEST DIAGNOSTICS</p>	<p>TRACK D: PEOPLE MANAGEMENT FOR EFFECTIVE IMPLEMENTATION</p> <p>Role of Master Black Belts</p> <ul style="list-style-type: none"> • implementation challenges • driving and tracking results • special role that MBBs play in maintaining momentum • importance of leadership support • creating cross-functional teams • providing ongoing communication and ensuring accountability <p>Donna Powers Six Sigma Master Black Belt NORTH SHORE-LONG ISLAND HEALTH SYSTEM</p>
4.00 - 4.40	<p>Combining Various Disciplines to Produce Quality Outcomes Nationwide Children's Hospital has a Business Process Improvement team that uses various tools in their projects to produce quality outcomes. We have used:</p> <ul style="list-style-type: none"> • Six sigma statistical analysis • DMAIC project structure • Lean tools • Simulation modeling • Change Acceptance Tools <p>Sometimes all in the same project to produce the best outcome for a problem or opportunity. In this talk, we will present when we have used which tools and how we have integrated them together on some projects. This presentation will give hospitals clues as to when to pick certain tools and where we have found them to be most valuable.</p> <p>Maribeth Quinn Director, Business Process Improvement NATIONWIDE CHILDREN'S HOSPITAL</p>	<p>Measuring Outcomes of Your Lean Six Sigma Program Saint Vincent Health System in Erie, PA is in its 4th year of LSS deployment. It has developed methods for measuring project success using traditional quality metrics and defect rates, as well as measuring financial returns. A total return measure is using, counting hard dollar ROI, soft ROI, and community benefit, less LSS costs. In three years, Saint Vincent has achieved over \$1.0 million in hard and soft dollar returns, and an overall net benefit of \$0.5 million. Methods for selecting and approving projects will also be discussed showing a balance between improving customer quality and achieving overall ROI to justify the LSS program.</p> <p>Steve Osborn VP, Quality Compliance & Improvement SAINT VINCENT HEALTH CENTER</p>	<p>Lean Six Sigma without Full-Time Resources This presentation will explore the pitfalls in implementing Lean Six Sigma in three organizations without the use of full time process improvement resources. Several critical factors to the success of a low resource implementation will be discussed. These factors include:</p> <ul style="list-style-type: none"> • Creating a performance improvement culture • Delegating improvement accountability • Executive oversight • Limiting the scope of implementation • Delegating management responsibilities • Time management and team leadership for Hospital Directors • Choosing the right tools and techniques • Keeping projects on track <p>Charles DeBusk Vice President, Performance & Process Improvement UNIVERSAL HEALTH SERVICES, INC.</p>
4.45	Master Black Belt Panel		
5.25	Cocktail Reception		

DAY TWO MAIN SUMMIT, 19 March 2009

7.30	Registration and Breakfast		
8.40	<p>Day Two Opening Address: The Virginia Mason Production System: Applying the Toyota Production System to Medicine This presentation will focus on the work over the past seven years at Virginia Mason Medical Center since the Virginia Mason Production System (Toyota Production System applied to healthcare) was declared the management method for the entire health system. Areas of emphasis will include the initial discovery and decision-making process leading to adoption of these methods, healthcare change management challenges, deployment, education and training strategies, barriers to success and both project specific and aggregate results. The potential to transform an industry that is badly in need of change, using these approaches, will be discussed in detail. There will be an opportunity for discussion and interaction as well.</p> <p>Gary Kaplan, Chairman and CEO, VIRGINIA MASON HEALTH SYSTEM</p>		
9.40	<p>Engaging the leadership triad in accelerating change using Lean Six Sigma Presentation objectives: employing a high-energy presentation, including video clips and humor participants will understand that:</p> <ul style="list-style-type: none"> • Why do some Lean/Six Sigma initiatives falter? Improving organizational performance requires more than choosing a method such as Lean/Six Sigma. In hospitals, the leadership triad of executives, trustees and physician leaders must act with purpose to embrace system thinking which cultivates process excellence in which consideration is given to human factors aspects of performance. Dr. Mayfield's presentation will describe how better performing organizations create a culture of expectations where executive leaders engage in system thinking and communicate with content leaders who have process responsibility. Lean/Six Sigma methods support the four main improvement principles used by high-performing organizations (managing organization variability, removing waste, eliminating defects and reducing process variation) combine to deliver performance excellence. <p>Dr. Stephen Mayfield, Senior Vice President, Director AHA Quality Center, AMERICAN HOSPITAL ASSOCIATION</p>		
10.20	Morning Refreshment Break and Storyboard Viewing Time		

PARALLEL TRACKS:

Choose from 3 parallel tracks of powerful case study presentations and topical breakouts according to your interest

	TRACK E: FOCUS ON LEAN	TRACK F: CLINICAL CASE STUDIES	TRACK G: STRATEGIC PROCESS IMPROVEMENT
10.50 - 11.30	<p>Getting started with Lean in Healthcare and Quantifying the Savings Every area consists of Value Added and Non-Value Added steps that make up the entire Value Stream. Lean is a methodology that focuses on reducing non-value added steps by using a variety of tools and concepts. In this presentation, you will see how these tools can be implemented and also understand the timing of implementing them. You will gain an understanding of how to get started in the waste reduction business and see what you need up front to make sure you capture the rewards for your efforts. You will learn how to select areas to focus on and hear tips that ensure successful events. Quantifying savings from Lean events is often challenging but you will see different ideas and tools that you could use to show the gains from your Lean events.</p> <p>Lance Privett Director of Process Improvement BLESSING HOSPITAL</p>	<p>Improving Key Performance Metrics in Surgery Operation Surgery department is usually the highest cost department in healthcare. So how to make surgery department work more efficiently and effectively becomes very important in VA hospital. In this presentation, we will discuss the pros and cons of currently used popular metrics in surgery operation, such as rate of first cases starts on time, mean first case delays, surgery cancellation rate, operating room utilization, surgery block utilization, turn around time per surgery specialty and so on. By analyzing the relevance of these metrics to real surgery operation efficiency, we will derive what are the most relevant and powerful surgery operation performance metrics. Based on this deep understanding of performance metrics, we developed an effective computerized tool kits that can capture and analyze surgery operation data, report operation efficiency and pin point the current performance problems. A real case study will be presented.</p> <p>Kai Yang Professor, Department of Industrial and Manufacturing Engineering, WAYNE STATE UNIVERSITY</p>	<p>Integrating the Baldrige National Quality Award criteria and Lean, Six Sigma and Process Improvement to attain world-class performance</p> <ul style="list-style-type: none"> • Overview of the Baldrige Healthcare Criteria for Performance Excellence • Using the Baldrige Criteria to identify Lean, Six Sigma and Process Improvement projects • Integrating Lean Six Sigma with the Baldrige journey • Lean Six Sigma as a vehicle for attaining world-class performance • Pulling it all together – Baldrige is the 'What' and Lean, Six Sigma and Process is the 'How' <p>Doug Sears Director of Performance Improvement/Knowledge Transfer BON SECOURS HEALTH SYSTEM</p>

KEYNOTE BIOGRAPHY



GARY S. KAPLAN, MD

Gary S. Kaplan, M.D., FACP, FACPE, has served as Chairman and CEO of the Virginia Mason Health System since 2000. Dr. Kaplan received his medical degree from the University of Michigan and is board-certified in internal medicine.

Under Dr. Kaplan's leadership, Virginia Mason has received significant national and international recognition, including the HealthGrades' "Distinguished Hospital Award for Clinical Excellence" for the past three years. Virginia Mason is a leader in deploying the Toyota Production system to healthcare management improving quality, safety and efficiency.

In addition to his patient duties and position as CEO, Dr. Kaplan is a clinical professor at the University of Washington and has been recognized for his service and contribution to many regional and national boards.

DAY TWO MAIN SUMMIT, 19 March 2009

<p>11.35 - 12.15</p>	<p>Applying Lean methodology principles to control inventory and standardize Automated Dispensing Cabinets Due to rising health care costs, hospitals across the nation are placing a strong emphasis on streamlining & improving operational efficiencies. Hospitals today are experiencing higher patient volumes with patients requiring more medications than ever before. The pharmacy department wanted to increase inpatient satisfaction by decreasing medication turnaround times. It was decided that improving access in the automated dispensing cabinets could help accomplish this goal. Additional improvements were implemented to maintain an accurate inventory count in the central medication storage carousel. In order to accomplish this, the department needed to streamline inventory in 85 automated dispensing cabinets throughout three separate buildings. Inventory reviews revealed par levels that needed adjustments, inventory not utilized in more than twelve months and excessive wastage due to expiring medications. Also lack of consistent monthly omniceil cycle counts resulted in inventory shortages and increased medication turn around time. Lean methodology including 5S was applied to streamline and standardize the automated dispensing cabinets. This resulted in eighty percent standardization of pyxis across the hospital which reduced excess inventory, reduced wastage of expiring inventory, decreased medication turn around time by the addition of high usage items, and improved management of omniceil inventory. Ultimately this process reduced substantial cost and increased patient and nursing satisfaction. Thuy Doan Administrative Specialist for Pharmacy Department METHODIST HOSPITAL, HOUSTON</p>	<p>Use of Lean tools and data analysis concepts to improve the overall process efficiency and make data driven staffing recommendations in Emergency Department Registration Many healthcare leaders struggle to determine appropriate staffing for various areas of the hospital. Lean and basic statistical analysis concepts can be used to provide data for leaders to use while making informed decisions about staffing patterns and ultimately FTEs requirements. The "pattern" of ED arrivals is fairly predictable across the country, although volumes vary from hospital to hospital. Analyzing ED arrival data by hour of the day and day of the week provides the basis for understanding the quantity of work required of Registration staff in the Emergency Department. Calculation of takt time provides additional information about the amount of time needed to complete the required work. After removing waste from the process, this team combined arrival pattern data and takt time calculations to make informed decisions about staffing patterns and FTE's required. They were able to eliminate nearly 4 FTEs while improving staff satisfaction. Beth Lanham, Director Lean Six Sigma, FROEDTERT HOSPITAL MILWAUKEE</p>	<p>Eliminating Bottlenecks while Optimizing Collections In the Revenue Cycle US Oncology is the nation's leading healthcare services network dedicated exclusively to cancer treatment and research. US Oncology is affiliated with more than 1,200 physicians in approximately 480 sites in 39 states. We started our Lean Six Sigma journey in 2006 and have quickly gained momentum to deliver results throughout our network. In this session, we will focus on the revenue cycle from the point of scheduling the appointment to the time that the balance is collected. Our main topics will include: • Using DMAIC to tell the story without the Six Sigma jargon • Engaging physicians & leaders in the process • Developing the solutions into best practices • Disseminating the best practices to obtain optimize results Wilma (Willie) Diefenbach-Jones, Practice Quality & Efficiency Director, US ONCOLOGY</p>
<p>12.15</p>	<p>Lunch for Speaker and Delegates</p>		
<p>1.15 - 1.55</p>	<p>Pre Admission Testing (PAT) Kaizen: Cost Center to Profit Center Solaris Health System, like many hospitals throughout the U.S., are transitioning from excess capacity to capacity constraints in terms of surgical volume. To address their new reality, Solaris selected Perioperative Services as part of their 2008 strategic initiatives. In preparation for 2008, Solaris began to implement Lean techniques in the fall of 2007 with a value stream mapping (VSM) session. This action-based event produced a roadmap to improve processes within the Perioperative services. The VSM highlighted Pre-admission Testing Kaizen for a focus area. The talking points of this Perioperative presentation are: • Lean methodology and techniques that the Kaizen team utilized to increase patient volume and reimbursement to the department/hospital. • Engaging Surgeons, Anesthesiologists and referring physician offices in the Lean process. • Defining strategies such as appropriate use of Anesthesia Guidelines, scheduling policies and under-utilization of human talent. • Lesson learned from implementing the Kaizen 30-day plan. Vinnie Brigandi, Director of Process Improvement, SOLARIS HEALTH SYSTEM Thomas Decker, Manager, GE HEALTHCARE</p>	<p>Lean in Hospital Design The healthcare industry is expected to double its spending towards hospital construction in the next decade. Chasing the Quality Chasm [Institute of Medicine, 1999] emphasized the need to look at healthcare as a system and that errors resulted due to the failure of systems. Conventional architecture techniques are insufficient for accurately factoring these system failures into consideration. A comprehensive, quantitative and qualitative design process is required if organizations are to build facilities that enhance patient safety and create a patient-safe culture. While the lean concept isn't new, its application in health care is. Lean design, originally championed by Toyota, has been popular in the manufacturing arena for decades. Only recently, however, has it migrated into the services sector and health care. As such also, healthcare facilities are looking for ways to breathe new financial life into a historically tight-margin industry. Virtua Health, NJ recently completed planning & design work for a new Greenfield 376 bed hospital and regional ambulatory center. The hospital is expected to open during the first half of 2011. Lean thinking was the guiding design philosophy. Through this design effort, upto 15% reduction in square feet and 12% reduction in travel distances for clinicians, families and patients was achieved between original and final design plans. This will help clinicians more face time with their patient that in turn is expected to improve outcomes and staff moral as suggested by several researches. Tejas Gandhi, Assistant Vice President: Management Engineering, VIRTUA HEALTH</p>	<p>Including Customer Value In Lean Six Sigma The strategic impact and breadth of the Lean Six Sigma methodology can be improved markedly by including value to the customer along with cost and speed as the set of metrics used to compare process improvement alternatives. The reason is that value, cost, and speed (measured as the pace of innovation) represent the three fundamental financial metrics that drive the bottom-line metrics of demand, price, and cash flow delivered by the product or service. With this approach, process improvement begins by considering system level needs which unfolds into the set of requirements for the supporting subsystems. Several tools are presented for quantifying customer value in dollars for comparison to costs. Harry Cook Professor Emeritus UNIVERSITY OF ILLINOIS AT URBANA-CAMPAIGN</p>
<p>2.00 - 2.40</p>	<p>Application of specific lean tools in healthcare: Standard Work, Kan Ban, Quick Changeover, Poke-Yoke Case studies will be presented which highlight the utilization of specific lean tools and principles. Examples will be presented which demonstrate the use of standard work, 6S, kanbans, quick changeover, and poke yoke (mistake proofing). Pre- and post implementation metrics will be provided to demonstrate how using lean improved flow, created pull systems, and ensured tighter connections in clinical and non-clinical settings. Phil Goodman Senior Lean Facilitator DENVER HEALTH</p>	<p>Surviving Sepsis: Six Sigma Approach to Reduce Mortality and Cost Six Sigma methodology and teams achieved results in the care of patients with septicemia, a blood stream infection that affects multiple organ systems, has high risk of mortality and has increased cost of care. Being able to define and reduce defect rates for patients with severe sepsis has resulted in a decrease in actual mortality rates of 17%, resulting in 66 lives saved in less than a year, as well as cost reduction of \$2,400 per patient and length of stay reductions. This presentation will demonstrate how our workforce and medical staff have used Six Sigma to create new processes and procedures for the management of sepsis in our institution, including mechanisms to recognize sepsis earlier in the Emergency Department and begin the aggressive care for these patients in the ED. Glenn Crotty MD Chief Operating Officer CHARLESTON AREA MEDICAL CENTER</p>	<p>Incorporating Lean 6 Sigma into Your Overall Organizational Business Strategy: Creating a Direct Line-of-sight from Strategy to Action The healthcare industry in this country is in a major revolution. Burgeoning technology advancements, cost increases that are outpacing inflation, and the public demand for better quality and safety at a lower cost are pressuring healthcare executives to focus on strategic growth, quantifiable clinical effectiveness, and improved operational efficiency. All the while, they must also be concerned with attracting and retaining top clinical talent, exploring new and innovative revenue streams, and maintaining compliance with ever changing regulatory standards. To sum it up, today's healthcare executive is always focused on attaining sustainable performance improvement (PI). Lean Six Sigma embraces key business philosophies and methodologies that help organizations develop performance improvement competencies, however, the cost can be daunting. More than ever before, every resource investment must produce demonstrable strategic return. Whether just at the beginning of your Lean Six Sigma deployment or years into the journey, incorporating Lean 6 Sigma into your overall business strategy is imperative for maximum financial and strategic return. At this session, participants will be introduced to a Strategy Management model that fully incorporates the power of Lean Six Sigma to achieve strategic objectives. Jody Thompson, Director Strategic Planning, OSF SAINT FRANCIS MEDICAL CENTER</p>
<p>2.40</p>	<p>Becoming a Lean Organization: Lean as a Core Organizational Strategy at the PHSA The Provincial Health Services Authority (PHSA) started implementing lean in 2006 initially as a tool and over the past two years as a core organizational strategy. This session will provide an overview of the approach used to integrate lean thinking into an organization and create a cultural change in addition to a process change. Topics to be covered include: the change in culture and the culture of change; the organizational and leadership support; case studies and lessons learned. Jennifer MacKenzie, Vice President, Strategic Planning, Transformation Support and Innovation, PROVINCIAL HEALTH SERVICES AUTHORITY</p>		
<p>3.20</p>	<p>Chairman's closing remarks and end of day two</p>		

POST-SUMMIT WORKSHOPS, March 20th 2009

Choose from 4 Practical, Interactive Workshops to include hands-on exercises and walk-throughs of specific projects

<p>Includes Breakfast</p>	<p>WORKSHOP J: 08.30-11.15 AGENT FOR CHANGE: Change and Innovation to Achieve STAR Results The rapid changes of today's work environment require a special kind of leader. This kind of leader doesn't simply manage change; they passionately champion both change and innovation in order to achieve the goals of the organization. In this program, participants will discover the critical influencing, change management, and collaboration skills necessary to become that kind of leader. We'll focus on situational leadership, critical problem solving and decision making processes for the Change Agent. We'll also develop a change and innovation process that includes communication strategies, implementation planning, monitoring and reinforcing progress and success. Tejas Gandhi, Assistant Vice President: Management Engineering, VIRTUA HEALTH WORKSHOP LEADER: Dr. Gandhi brings over 9 years of quality and process improvement expertise in different industries, lending to his unique perspective to problem-solving and operations improvement. Dr. Gandhi is the Assistant Vice President of Management Engineering and Lean Leader at Virtua Health. Besides being a master change agent, he leads the deployment of lean principles in the organization. He is currently actively involved with the transition planning of the new Greenfield hospital and integration of the organization's digital roadmap. He has leads several projects by collaborating with institutes from academia and industry to drive science in executive decision making while working with all levels of the organization to drive safety, reliability and cost effective care. Dr. Gandhi earned his doctorate in Health Administration from the Medical University of South Carolina and Master of Science degree in industrial engineering from the State University of New York, Binghamton. He is involved in professional research and has published several articles in peer-reviewed journals. Dr. Gandhi is a native of Bombay, India.</p>	<p>Includes Breakfast</p> <p>WORKSHOP K: 08.30-11.15 USING SIMULATION TO IMPROVE CLINICAL OPERATIONS This workshop will provide a basic overview of simulation tools and how they can be used to assist process improvement projects. Methods for collecting data, building a simulation model, calibrating the model, and running scenarios will be covered. Several clinical operations case studies and models will be shared during the session. Participants will receive practical information on the benefits and challenges involved in simulation modeling. Jeff Rich, Executive Director - Major Projects & Efficiency Improvement, GUNDERSEN LUTHERAN HEALTH SYSTEM WORKSHOP LEADER: Jeff began employment with Gunderson Lutheran in October 2006, as Executive Director of Major Projects & Efficiency Improvement. His major responsibilities include project identification, project delivery, and coaching of project leaders on process improvement projects. Jeff facilitates project reviews and helps manage the project portfolio to achieve the strategic and operational goals of the organization. In this work, Jeff utilizes the Lean - Six Sigma tools and partners with other leaders to lead change. Jeff was previously employed as the Director of Customer Satisfaction & Six Sigma for Trane's Global Marketing Division. During his 10 year career with Trane he also held a variety of Quality Engineering, Lean - Six Sigma, and Engineering Management positions. Jeff was also employed for 6 years with the John Deere Waterloo Works Drive Train Division as an Industrial Engineer and Quality Engineer. Jeff holds a B.S. in Mechanical Engineering and is a certified Lean-Six Sigma Black Belt and Master Black Belt. He is also a senior member of the American Society for Quality and an ASQ certified Quality Engineer.</p>
<p>Includes Lunch</p>	<p>Includes Lunch</p> <p>WORKSHOP L: 11.30-2.15 USING SIMULATION TO IMPROVE CLINICAL OPERATIONS This workshop will provide a basic overview of simulation tools and how they can be used to assist process improvement projects. Methods for collecting data, building a simulation model, calibrating the model, and running scenarios will be covered. Several clinical operations case studies and models will be shared during the session. Participants will receive practical information on the benefits and challenges involved in simulation modeling. Jeff Rich, Executive Director - Major Projects & Efficiency Improvement, GUNDERSEN LUTHERAN HEALTH SYSTEM</p>	<p>Includes Lunch</p> <p>WORKSHOP M: 11.30-2.15 THE LEAN SIX SIGMA JOURNEY TO PERFORMANCE IMPROVEMENT - A ONE HUNDRED DAY PLAN FOR LAUNCH Performance improvement in healthcare using Lean Six Sigma is now an industry standard. However, deployment planning can be confusing and poor decisions costly. Who should lead the effort and how does Lean Six Sigma fit into our current organization structure and culture? How many Black Belts should we hire? How can we ensure projects are aligned with strategy? What processes need to be in place to launch and sustain a successful Lean Six Sigma effort? All these questions and more will be covered in this interactive learning session. Focusing on the period from Chief Executive commitment to first project launch, attendees will gain valuable knowledge that can be used to either launch a new Lean 6 Sigma deployment or re-energize a current effort. In this interactive session, participants will use facilitated discussion of real-life experiences with developing and executing a Lean Six Sigma deployment plan to start developing their own action plans with the goal of successfully launching Lean Six Sigma as a vehicle for strategic performance improvement and cultural transformation. Lisa Fuller, Director of Six Sigma, OSF SAINT FRANCIS MEDICAL CENTER</p>

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