IQPC’s 5th annual

National Forum on
Six Sigma in Healthcare

Learn Practical Ways To Implement Six Sigma, Select The Most Successful Projects and Ultimately Increase Quality And Reduce Costs

24th & 25th June 2004 - Hyatt Regency, Boston

✔ Hear how St Lukes Health System, Kansas City won the 2003 Malcolm Baldridge Award
✔ Get your free project directory containing over 150 Six Sigma projects contributed by conference participants, covering clinical outcomes, finance, administration and service efficiencies
✔ Discover how Charleston Area Medical Centre was able to return 6.7 million dollars to the system due directly to project work by their Six Sigma department
✔ Learn how Sentara Healthcare used Design for Six Sigma to design a new hospital wing
✔ Hear how New York Presbyterian Hospital use their clinicians to drive their Six Sigma deployment
✔ One year on, get an update on one of the most successful deployments of Six Sigma in an Emergency Department at Morton Plant Mease Health

INTERACTIVE PRE-CONFERENCE WORKSHOPS: 23rd June 2004

Workshop A 8:30am -11:30am:
How to Select, Scope and Align Six Sigma and Change Management Projects in Healthcare

Workshop B 12:00 noon - 3:00pm:
Practical Six Sigma Implementation Strategies to Ensure Optimal Results In your Organization

Workshop C 3:30pm - 6:30pm:
Selecting Six Sigma Change Agents: A data-driven approach that guarantees success!
With fantastic case studies from high caliber speakers such as:

- Sherry Marshall, Vice President of Quality, SAINT LUKE'S HEALTH SYSTEM
- Jean Cherry, Executive VP, COMMONWEALTH HEALTH CORPORATION
- Mary Cooper, VP Clinical Practice, NEW YORK PRESBYTERIAN HOSPITAL

You will find out exactly what achieving a breakthrough result really means

There is no better place to learn from Six Sigma best practice and discover how you can achieve remarkable results in your own organization.

Our expert speaker panel consists of representatives from the leading Six Sigma organizations. But what is truly unique about this year's Forum is that you will also hear from hospitals and health systems that have never before shared their success stories. Here are just some of the key topics that will be highlighted this year:

- Adapting Six Sigma to the healthcare environment and overcoming cultural and professional barriers that may exist
- Justifying the costs of a Six Sigma program and communicating the cost/benefit analysis
- Examples of practical implementation strategies
- Managing change and communicating Six Sigma effectively to win over skeptics
- Successful project selection and scoping
- Applying Six Sigma methods and tools to clinical outcomes
- Practical examples of using Six Sigma in the Emergency Department, for staff scheduling, for revenue cycle management and increased patient throughput, amongst others

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FREE Directory

Delegates will also be provided with a complimentary project directory containing over 150 Six Sigma projects. Speakers (and any registered delegate who wishes to take part) are submitting a list of projects that they have undertaken in their own organizations along with their contact details. The directory will allow instant access to those organizations that have embarked on similar projects to your own so that you can contact these people, accelerate your learning and widen your networking circle.

sixsigmaIQ Awards 2005

New categories include:
Best Six Sigma Leader
Best Six Sigma Project in a Healthcare Organization
Best Six Sigma Project in a Financial Services Organization
Best Project Using both Lean and Six Sigma

Plus:
Best Defect Elimination in Service and Transaction
Best Defect Elimination in Manufacturing
Best DFSS project
Best Innovative Six Sigma Project

Apply online at: www.sixsigmaiq.com/ExcellenceAwards

Places are strictly limited and all those involved in Quality, Process Improvement and Clinical Outcomes are encouraged to reserve their places early. And don’t forget the earlier you book the more you save!
Workshop A, 8.30am – 11.30am: How to Select, Scope and Align Six Sigma and Change Management Projects in Healthcare

Healthcare organizations are increasingly exploring and adopting the use of Six Sigma as a viable strategy for process improvement. While this approach can yield significant benefits in terms of cost, quality and productivity, success may depend on initial efforts to target the right areas, ensure manageable parameters and align projects with organizational objectives. It is critical to invest sufficient time up front and know how to appropriately select and scope the projects that will have the biggest impact on your hospital or health system.

This workshop will help attendees build a solid framework for achieving the best results from Six Sigma implementation and acquire techniques for improving healthcare by driving change in the right direction. Workshop content will include:

• Aligning projects with key hospital initiatives and strategic goals
• Using a project prioritization matrix
• Scoping projects and sub-projects to deliver measurable results
• Looking for translation or “spread” opportunities
• Setting boundaries to define timelines, resources, process parameters
• Knowing when the issue warrants Six Sigma – and when it should be handled with other tools or techniques

Your workshop leader: Mike Case is a Six Sigma Master Black Belt and senior consultant with GE’s Performance Solutions Group. He was the first MBB to complete the rigorous training program developed exclusively for GE employees working with hospitals to apply Six Sigma and GE leadership practices.

Successful projects at customer hospitals include length of stay reduction for specific patient populations, high-cost device acquisition cost reduction, in-vitro fertilization clinic quality improvement leading to increased pregnancy rates, numerous cycle time projects (e.g., stat lab turnaround time, patient chart to medical records post-discharge, days to bill), projects focused on JCAHO compliance to standards, increased throughput in procedural and patient point-of-contact areas (Registration and Admission) and many other programs responsible for dramatic improvements in a wide variety of outcomes.

Workshop B, 12.00 noon – 3.00pm: Practical Six Sigma Implementation Strategies to Ensure Optimal Results In your Organization

No matter where you go today, everyone is talking about Six Sigma in Healthcare. Don’t you think it’s time you discover what everyone is talking about? In its simplest terms, Six Sigma is a highly disciplined approach to decision making that helps focus on improving processes to make them as near perfect as possible. This is highly desirable in an environment where mistakes can cost lives.

This workshop will answer the basic questions: “What is Six Sigma?” and “Why Six Sigma?”, reviewing its application and impact on health care. Other key topics that will be covered are:

• Examples of successful health care deployments
• How to get started with Six Sigma
• What make good Six Sigma projects
• Six Sigma roles and responsibilities

Your workshop leader: David Silverstein is President & CEO of Breakthrough Management Group. His Six Sigma experiences began during his tenure with Seagate Technology. In the mid-1990’s, David was responsible for implementing Six Sigma across Seagate’s Asia-Pacific manufacturing operations. The work of David and his teammates during Seagate’s initial Six Sigma deployment was quickly recognized by Mikel Harry of the Six Sigma Academy as setting “a new benchmark for the deployment of Six Sigma.”

Since founding BMG David has participated in every aspect of Six Sigma ranging from high-level executive mentoring to hands-on work with Six Sigma Black Belts and Champions. Throughout the Six Sigma industry, David is well known for his ability to lead companies through the implementation and deployment of global Six Sigma initiatives. David is a certified Six Sigma Master Black Belt and has earned a double degree in Mathematics and Physics from Ithaca College and an MBA from George Washington University.

Workshop C, 3.30pm – 6.30pm: Selecting Six Sigma Change Agents: A data-driven approach that guarantees success!

Six Sigma has made a significant contribution to process improvement in many industries - automotive, telecommunications, consumer products, to name a few - and has made its way into healthcare. Six Sigma provides us a highly disciplined method that enables decisions based on data and focus on the customer in our endless pursuit of perfection. But...this method and these tools are employed by people! Nowhere are processes more dependent on people than when rendering healthcare services. Yet, people can be such an impediment to process improvement because success requires changes in peoples’ behavior.

In this workshop, you will learn how to utilize Human Architecture tools to select the right people to be the leaders and implementers of a Six Sigma effort. You will also gain insight into the personality dynamics that makes change so difficult for people - and what specifically you can do about it. During the workshop, participants will conduct a personality profile survey. The presentation will provide you insight about yourself that enables you to understand how you and others best adapt to change. We will discuss the results in terms of how they impact your own reaction to change as well as your effect on those with whom you have to work. The discussion will address specific challenges that participants are experiencing with respect to changing behaviors in the pursuit of improved process performance. The session will conclude with a discussion of how the information provided helps direct action to overcome the human impediments to change.

Your workshop leader: Gary Cone is President & CEO of Global Productivity Solutions (GPS). Gary is one of the original architects of Six Sigma when it all started at Motorola in the early 1980’s. He has led Six Sigma implementations in a multitude of companies, including the frontrunners like GE and AlliedSignal, and continues to refine the application of this transformational process. Today, Gary focuses his efforts on helping companies accelerate their results by integrating various process improvement methods into an Operational Excellence strategy, recognizing that Six Sigma is not a one size fits all solution. GPS creates the necessary roadmap, systems, and infrastructure to realize the benefits that are advertised by initiatives like Total Quality, Lean, and Six Sigma. GPS guarantees results by ensuring right people, right projects, right tools, and right leadership.

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http://Healthcare.iSixSigma.com

The Healthcare Quality Internet. It’s all about Quality.

Workshop D, 8.30am – 11.30am: Six Sigma in Healthcare - From Principles to Process Improvement

The healthcare industry is continuously under increasing pressure to continuously improve service and outcomes while striving for cost reduction. Traditional quality improvement methods such as Total Quality and Lean have been effective in reducing waste but Six Sigma provides a more disciplined approach to driving measurable results.

In this workshop you will learn about Six Sigma for healthcare, how it differs from other methodologies and how it drives process improvement. You will also learn about the difference between Lean and Six Sigma and how they complement each other.

Your workshop leader: Gary Cone is President & CEO of Global Productivity Solutions (GPS). Gary is one of the original architects of Six Sigma when it all started at Motorola in the early 1980’s. He has led Six Sigma implementations in a multitude of companies, including the frontrunners like GE and AlliedSignal, and continues to refine the application of this transformational process. Today, Gary focuses his efforts on helping companies accelerate their results by integrating various process improvement methods into an Operational Excellence strategy, recognizing that Six Sigma is not a one size fits all solution. GPS creates the necessary roadmap, systems, and infrastructure to realize the benefits that are advertised by initiatives like Total Quality, Lean, and Six Sigma. GPS guarantees results by ensuring right people, right projects, right tools, and right leadership.

Workshop E, 12.00 noon – 3.00pm: Understanding the Benefits of Lean Six Sigma – a nearly painless approach!

It’s about balancing work and life.

Understanding the benefits of a Lean Six Sigma approach is a key component to sustainable improvement. This workshop will focus on helping attendees understand the benefits of a Lean Six Sigma approach, how to prioritize projects, and how to measure results.

Your workshop leader: Mike Case is a Six Sigma Master Black Belt and senior consultant with GE’s Performance Solutions Group. He was the first MBB to complete the rigorous training program developed exclusively for GE employees working with hospitals to apply Six Sigma and GE leadership practices.

Successful projects at customer hospitals include length of stay reduction for specific patient populations, high-cost device acquisition cost reduction, in-vitro fertilization clinic quality improvement leading to increased pregnancy rates, numerous cycle time projects (e.g., stat lab turnaround time, patient chart to medical records post-discharge, days to bill), projects focused on JCAHO compliance to standards, increased throughput in procedural and patient point-of-contact areas (Registration and Admission) and many other programs responsible for dramatic improvements in a wide variety of outcomes.

Workshop F, 3.30pm – 6.30pm: What’s the difference between Lean Six Sigma and Lean alone?

Lean provides a framework for recognizing and eliminating non-value-adding waste. Lean Six Sigma (LSS) improves the entire process by reducing defects, which are non-value-adding waste.

In this workshop we will discuss the difference between Lean and Six Sigma, and how these tools can be integrated to drive continuous improvement. We will also discuss the benefits of implementing both Lean and Six Sigma in healthcare environments.

Your workshop leader: Mike Case is a Six Sigma Master Black Belt and senior consultant with GE’s Performance Solutions Group. He was the first MBB to complete the rigorous training program developed exclusively for GE employees working with hospitals to apply Six Sigma and GE leadership practices.

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Workshop G, 8.30am – 11.30am: Understanding the Benefits of Lean Six Sigma – an easy to follow approach!

It’s about balancing work and life.

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8.45 Applying Lean and Six Sigma Principles to Core Process

9.30 Integrating Six Sigma With Organizational Objectives And Identifying Meaningful Performance Metrics

10.15 Coffee and networking

10.45 Applying Lean and Six Sigma Principles to Core Process Redesign

11.30 Project Selection: A Critical Aspect for Six Sigma Success

12.15 Lunch

Track A: GETTING STARTED

Track B: BEST PRACTICE CASE STUDIES

[C][A] Launching a Successful Six Sigma Initiative

The launch of a Six Sigma program requires several key factors for success and effectiveness in an organization. Ansell, a global leader in barrier protection and a key supplier to health care providers, has quickly created a lot of momentum in the organization with the launch of the initiative last year. Sudi will highlight the key factors and lessons learned from this launch including:

- Driving Six Sigma from the Top of the Organization
- Building a Project Hopper
- Picking Projects Aligned to Strategic Business Goals
- Commitment of Blackbelts, Greenbelts and Champions
- Rollout Plan Through the Organization
- Measuring Results and Holding Gains

Sudi Narasimhan, Director of Quality and Continuous Improvement, ANSELL CORPORATION

[B] Case Study 1: Patient Throughput Project

Case Study 2: Using Clinicians To Drive a Six Sigma Project

As an academic healthcare organization, New York Presbyterian hospital faces some very specific challenges. However, their Six Sigma program has seen some resounding successes and in this presentation Mary will discuss a couple of their projects and explain how and why they were so successful.

Mary Cooper, VP Clinical Practice, NEW YORK PRESBYTERIAN HOSPITAL

[2] Developing a Robust Quality Improvement Infrastructure

Robert Crescenzi, is VP of Six Sigma at Standard Register Corporation, a leading provider of information solutions for the healthcare sector. In 2001, Standard Register developed an integrated and balanced approach to managing their business to achieve performance excellence. Standard Register recognized the need to establish new business practices that would carry it to a future of performance excellence.
5.00 Chair's Concluding Remarks and End of Day One

[8] Reduction of Actual and Potential Adverse Drug Events (ADEs)
Heartland began the Six Sigma journey of quality 3 years ago, for 18 months of that journey 3 separate teams focused on the aspect of medication safety concentrating on improving the processes of Ordering, Transcribing, Dispensing and Administering medications. The efforts of teams associated with medication safety have resulted in significant reduction of ADE's that necessitate reporting to the Heartland’s insurance carrier from 20.6 events per 1000 patient days in July 02 to 5.30 in December 03. An increase of 20 times the number of reported potential ADE’s that never reach or affect a patient but provided opportunity for improvement once discovered.

- Why these projects were successful:
  - Improved safety of patients through improved processes
  - Improved ease of reporting/ tracking both actual and potential ADE’s
  - Over 2 million in hard dollar savings associated with ADE reduction

Mike Dittemore, RN, BS, MBA, Team Leader Performance Improvement, HEARTLAND HEALTH

3.15 – 4.00 Coffee and Networking

4.00 – 4.45
Applying Design for Six Sigma to Prepare for the Transition to a New Facility, Designed Around Patient Safety
St. J oseph's Community Hospital has designed a replacement facility around specific guiding principles that have produced improvements in patient-safe facility design. Every step in the design process for the new hospital was carefully considered to enhance quality and safety. The design has received national attention. Design for six sigma, lean principles and human factors are being applied for process redesign.

- Guiding principles for facility and process that will achieve enhanced patient safety and quality care
- Specific applications and experience in process design and redesign
- The approach of using a “Core Process Team” concept
- The impact and influence of organization culture

Barbara Knutz, COO, ST. JOSEPH’S COMMUNITY HOSPITAL (WEST BEND, WI)

5.00 Chair's Concluding Remarks and End of Day One
they were able to validate the improvement before even making the necessary process changes.

- Witness a direct application of DMAIC to a persistent management challenge
- See the use of various hypothesis tests to the identification of Six Sigma’s “Critical X”
- Understand how Six Sigma was able to predict a positive outcome in advance of implementation
- Learn how to persuade reluctant audiences to support Six Sigma initiatives

Ian R. Lazarus, FACHE, Managing Partner, CREATIVE HEALTHCARE USA

12.15 Lunch

Track A: GETTING STARTED
Track B: BEST PRACTICE CASE STUDIES

1.30 – 2.15

[A] Deploying Six Sigma: 1st Year Experience from an Integrated Delivery System
The Providence Health System has implemented Six Sigma in a four state integrated health care delivery system. The key learnings, both positive and negative, from their first year’s experience will be shared. You will hear about:
- Organizing for successful roll-out
- Attributes of great “belts”
- Appreciating the learning curve
- Importance of project strong leadership
- Challenges of measuring success
Nancy Roberts, Regional Director, Integrated Performance/Six Sigma Champion, PROVIDENCE HEALTH SYSTEM

[B] Case Study 1: Successful Implementation in the ER at Morton Plant
Case Study 2: Coping With Increased Patient Throughput
Since a Six Sigma evolution began in 2001, Morton Plant’s emergency department, ER-1, has achieved a 50% improvement in patient satisfaction while recovering over $4 million in cost of quality. In this presentation Dr. Cook will look at the successful ER project in more detail, a year on. Brian will also look at ways they have coped with the increased volume of patients due to the success of their Six Sigma program.
Dr Brian Cook, Medical Director, MORTON PLANT MEASE HEALTH SYSTEM

2.15 – 3.00

[A] Why would a not-for-profit community health system decide to implement Six Sigma?
Berger Health System (BHS) mission is to serve as the health care leader for the residents of Pickaway County. In this role, we are committed to providing the highest quality health services, while exercising prudent fiscal responsibility. With the Six Sigma philosophy and structured approach to improvement, it just seemed like an obvious fit with our mission. BHS began its Six Sigma initiative in June 2002. At the heart of our Six Sigma focus is improving customer satisfaction within the System and our community. Berger Hospital is a 93-bed facility located in central Ohio, just 25 miles south of Columbus, Ohio. Like many small hospitals, maintaining independent existence in an area so close to tertiary facilities is challenging and four years ago we were looking at some type of affiliation. Our challenge was to consolidate our presence as a cost efficient integrated health care delivery system dedicated to customer satisfaction. In 18 months Berger has seen some fantastic results with net savings over 1.4 million dollars. In this presentation, Sister Monica will discuss:

- Why a small not-for-profit health system decided to implement Six Sigma
- Benefits and success stories (at least 2 projects)
- Lessons Learned

Sister Monica Justinger, Executive Director, Six Sigma, BERGER HEALTH SYSTEM

[B] Case Study 1: An Example of Successful Application of DMAIC Six Sigma in a Clinical Environment
Case Study 2: Using DFSS to Design a New Wing of the Hospital
In this presentation Ken will discuss two of Sentara’s most successful projects to date. The first case study will look at a project that has had a massive impact on the clinical outcomes of the hospital and in the second he will explain why they decided to use DFSS to design a new wing of the hospital and the reasons why this was so successful.
Ken Rice, Director of Reinventing, SENTARA HEALTHCARE

3.00 Coffee and Networking

3.30 – 4.15

[A] Utilizing Six Sigma in the Financial Areas of Your Organization
Six Sigma is a process that can exponentially impact many areas of the organization. As healthcare faces some of its toughest financial times we all struggle with cost. Six Sigma can assist an organization in revenue enhancement areas so that the focus on cost cutting can be balanced and not looked at as the only mechanism for remaining viable in this climate. This presentation will discuss three projects that were conducted at Virtua Health which have enhanced revenue by over 3 million dollars:
- OR and Pharmaceutical Carve Outs
- Advanced Beneficiary Notification
- ED Cash Collections

Susan McGann, Master Black Belt, VIRTUA HEALTH SYSTEM

[B] Case Study 1: Using Six Sigma to Improve IVF Success Rates
Case Study 2: Moving Six Sigma from a Clinical Environment into the Business Model at W&I Hospital
Dr Keefe has had dramatic success using Six Sigma at the Women’s and Infants Hospital to improve IVF success rates. The generation of data has allowed Dr Keefe to identify the critical variables, which has lead to standardization of the IVF procedure resulting in a 43% increase in pregnancy rate at the hospital. The success of the program has also led to increased business for the hospital and Dr Keefe will discuss how they are now using Six Sigma to ensure the efficiency of their business processes. In this presentation Dr Keefe will focus on:
- Breaking down the DMAIC process and explain how he managed to get the results without being exclusive or changing the mix of patients
- How they collected the appropriate data to measure process variance and analyze causes
- How “buy in” to Six Sigma was achieved at the hospital
- The additional benefits of Six Sigma when applied to the hospitals business processes

Dr David Keefe, Medical Director, Six Sigma Champion, WOMENS AND INFANTS HOSPITAL

5.00 Chairs Concluding Remarks and End of Conference

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Learn Practical Ways To Implement Six Sigma, Select The Most Successful Projects, Track The Financial Success Of Your Program And Ultimately Increase Quality And Reduce Costs