



For healthcare organizations looking to improve patient care, staff satisfaction and financial results

HEALTHCARE LEAN SIX SIGMA BLACK BELT TRAINING

Lean Six Sigma in Healthcare

Healthcare professionals face multiple challenges as they strive to improve patient care and clinical outcomes, reduce costs and increase satisfaction among physicians, nursing staff, administration, department managers and other stakeholders. To help in overcoming these challenges, healthcare organizations can choose from a variety of improvement methodologies. Among these, Lean Six Sigma has emerged as one of the most effective.

Recent Client Successes

- A project team identified the major causes of “ED on divert.” They developed and implemented a “divert mitigation action plan.” Results: they reduced the daily hours of ED divert from 6 to 0.6, an annual revenue increase of \$2,900,000.
- A project team reduced the average time lag from point of patient care to posting of patient charges from 5 days to 1 day. Daily charges for this organization are about \$1,000,000.
- A project team redesigned Emergency Department procedures to reduce the percentage of patients who leave without being seen. Results: 2.2% reduced to 1.1%, an annual revenue increase of \$400,000.
- A project team identified the major causes of in-patient falls. They developed and implemented a set of preventive measures and a rigorous “lessons learned” procedure. Results: from one or more in-patient falling virtually every day to an average of 100 days between falls leading to a 50% reduction in the annual cost of litigation and payouts.
- A project team identified the causes of wasted medication in a hospital central pharmacy. They developed and implemented an improved process that reduced the costs associated with wasted medication by 92%, an annual savings of \$1,100,000.

Such dramatic savings are common in the Lean Six Sigma Healthcare Enterprise. At its core, Lean Six Sigma means two things: (a) eliminating activities that consume resources and add cost or time but don’t add value for patients, providers or staff, and (b) eliminating variations in service that create patient dissatisfaction and cause errors. This powerful methodology is now being applied with great success in hundreds of Healthcare facilities across the US and overseas.



For healthcare organizations looking to improve patient care, staff satisfaction and financial results

HEALTHCARE LEAN SIX SIGMA BLACK BELT TRAINING

Training Program Overview

This sixteen-day program provides participants with a comprehensive understanding of the Lean Six Sigma Body of Knowledge. Using a training design based on proven principles of adult learning, including individual hands-on exercises and team-based in-class simulations, participants learn the Lean Six Sigma DMAIC process improvement methodology (**D**efine-**M**easure-**A**nalyze-**I**mprove-**C**ontrol) and how to apply it in a Healthcare Organization. The curriculum for this program covers the universally accepted American Society for Quality (ASQ) and Isixsigma Bodies of Knowledge for Lean Six Sigma Black Belt training. Participants in this program will not only learn the Lean Six Sigma methodology but will also complete an actual improvement project for their organization. On completion of this program participants will be able to:

- *Dramatically improve the clinical, operational and financial performance of their organizations by completing a Lean Six Sigma DMAIC projects.*
- *Identify and prioritize improvement projects based of the strategic priorities of their organizations.*
- *Solve everything from “low-hanging fruit” problems with “off-the-shelf” solutions to difficult problems requiring extensive root cause analysis.*
- *Document improvement project results and sustain the gains.*
- *Use MS Excel and iGrafx Flowcharter software to maximize improvement project results.*

Who Should Attend

This program is for organizational leaders, hospital administrators, risk management, nurse managers, QI/QA directors and their staff, planning managers, IT, clinic managers, quality professionals and other key personnel tasked with creating breakthrough improvements in patient care, staff satisfaction and financial results..

Selecting Black Trainees

Although there are no hard and fast prerequisites to become a *Black Belt*, the ability of your designated *Black Belts* to lead project teams through the Lean Six Sigma improvement process is essential for your organization’s success. The people you select for *Black Belt* training should be self-starters, possess good inter-personal skills, and have good familiarity with personal computers and Microsoft Office, especially MS Excel. They should also be capable of working in a team environment. No background in statistics is required.



For healthcare organizations looking to improve patient care, staff satisfaction and financial results

HEALTHCARE LEAN SIX SIGMA BLACK BELT TRAINING

Improvement Projects

Black Belt trainees should be assigned a Lean Six Sigma improvement project to work on during and between the training sessions. Improvement project selection will be covered in the first two-days of the *Black Belt* training program. The instructor will also be available to assist your Black Belt trainees to select an improvement project and consult on challenges presented by this project during the training sessions.

Black Belt Certification

A Lean Six Sigma *Black Belt* certificate of completion will be awarded to participants who complete the 16-day training program. On completion of one improvement project for their organization participants will also be awarded a Certified Black Belt certificate.

Computing Requirements

Convenience is an essential element in achieving Lean Six Sigma success. As such, this training program relies heavily on computing power -- personal computing and spreadsheet navigation skills are essential to every aspect of Lean Six Sigma improvement. Your selected Black Belt students should be equipped with a personal lap top computer loaded with MS Excel **and the MS Excel add on statistical package**. Black Belt students will also be provided with a temporary 6-month license to use iGrafx Flowcharter process mapping software. Black Belts will also be using both the computer and this software to work on their selected improvement projects during and between training sessions.

Training Materials

Participants in the Black Belt training program will be provided with all necessary texts, workbooks, electronic copies of data sets and temporary licenses to use the appropriate software programs.

Training Program Fees

ETI Group can present this training program at your facility. Your cost, including workbooks, materials and software for up to twelve participants is \$42,000. Additional participants, up to a maximum of eighteen people will cost an additional \$750 per person. The training program can also be “tailored” to meet the specific learning needs of your organization.