



LEAN SIX SIGMA GREEN BELT TRAINING

FOR

HEALTHCARE ORGANIZATIONS

Background Information

Healthcare professionals face multiple challenges as they strive to improve patient care and clinical outcomes, reduce costs as well as increase satisfaction among physicians, nursing staff, administration, department managers and other stakeholders. To help overcome 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. Results achieved by our recent Lean Six Sigma Healthcare clients include:

- 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 redesigned Emergency Department procedures to reduce the percentage of patients who leave without being seen. Results: 2.2% reduced to 1.1%, with 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 post-fall “lessons learned” procedure. Results: 50% reduction in the annual cost of litigation and payouts.
- A project team determined the major causes of pre-op antibiotics not being administered consistently within 60 minutes of the operation. They redesigned the antibiotics administration process to improve conformance to this requirement. Result: a 25% reduction in the incidence of surgical site infections.

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.

If your organization wants to improve bottom-line performance we can help. ETI Group offers a Lean Six Sigma Green Belt for Healthcare Organizations program during which you will not only learn the Lean Six Sigma methodology but will also complete an actual improvement project for your organization. Classes can be held in a series of two-day or four day training sessions. A typical schedule and course outline is provided on the page following:

Green Belt Training Schedule and Outline		
Day 1 – 2	Lean Six Sigma Overview	What is Lean; 5S, an easy win against waste; Lean simulation; what is Six Sigma; what is DMAIC; Six Sigma simulation; what is Lean Six Sigma; project identification; key performance indicators; project prioritization; project types.
Day 3 – 4	Define phase of DMAIC	Project charter; problem and goal statements; in-scope, out-of-scope; constraints and assumptions; benefit metrics; team members; resources and stakeholders; process identification (SIPOC); resource deployment; stakeholder analysis.
Day 5	Measure phase of DMAIC	Value stream mapping; process mapping; basic mapping formats; using iGrafx FlowCharter; topological maps; observing the process; types of data; collecting process data.
Day 6	Analyze phase of DMAIC	Data mining; testing comparison and correlation hypotheses; root cause analysis.
Day 7	Improve phase of DMAIC	Sort, Stow, Sweep (“3 of 5S”); break down the batches; organize by value stream; pull, don’t push; balance process operations; level the workloads; reduce changeover times. Follow the data; preventing errors; developing solutions; prioritizing solutions; evaluating the future process
Day 8	Control phase of DMAIC	Standardize and Sustain (“2 of 5S), standardization and documentation.

Green Belt Program Overview

This highly-interactive program teaches participants how to successfully lead and contribute to improvement projects in a Healthcare environment. State-of-the-art tools for the application of the Lean Six Sigma DMAIC (*Define-Measure-Analyze-Improve-Control*) improvement strategy will be introduced with hands-on exercises and tutorials to ensure rapid learning and knowledge retention. Participants in this program will not only learn the Lean Six Sigma methodology but will also complete an actual improvement project for their organization. Comprehensive training workbooks serve as excellent references for learning and review. On completion of this program participants will be able to:



- *Improve the clinical, operational and financial performance of their organizations by completing a Lean Six Sigma DMAIC project*
- *Identify and prioritize improvement projects based on the strategic priorities of their organization*
- *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 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, and Physicians involved with or leading quality improvement efforts.

Program Duration

This program will take 8-days (64 hours to complete)

Prerequisites

Green Belt trainees should be self-starters, possess good inter-personal skills, and have good familiarity with personal computers and Microsoft Office, especially MS Excel. No background in statistics is required. Green Belt trainees should also 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 training program. The instructor will also be available to assist your trainees to select an improvement project and consult on challenges presented by this project during the training sessions.

Program Lead Instructor

Dr. Russell A. Boyles earned his Ph. D. in Statistics at the University of California, Davis. He subsequently spent two years in the Applied Mathematics Group at Lawrence Livermore National Laboratory, two years as Director of Statistical Analysis for NERCO Minerals Co., and eight years as Statistical Methods Manager at Precision Castparts Corporation. A Lean Six Sigma Master Black Belt with 20 years' experience, His recent clients include: FEI Company, Hewlett Packard, Oregon Health Sciences University, St. Johns Hospital, Columbia River Mental Health Services, Lifeline, Vancouver Radiologists, US Oncology SW Medical, and Medtronics.

Program Fees

The cost to present this 8-day Lean Six Sigma Green Belt for Healthcare training program, including all materials, templates, and workbooks for up to twelve people is \$22,500. Additional participants, up to a maximum of eighteen people cost \$495 per person.