

The Urology Group's Lean Six Sigma Journey



Charlie Slaven & Don Lawson



CENTRAL & SOUTHERN OHIO *Chapter*

Agenda

No.	Item	Timing	Presenter
I	Introductions and Background Information	5 min	Charlie
II	Opening remarks	5 min	Don
III	Lean Six Sigma	20 min	Charlie
IV	The Lean Six Sigma Journey for The Urology Group: The Past, The Present, The Future	15 min	Don
V	Adjourn with Closing Comments and Questions	10 min	Charlie

Introductions and Background Information

Charlie Slaven

Trainer, Mentor, Coach
and Consultant

Certified Lean Six Sigma
Master Black Belt

Don Lawson

I.T. Manager

Certified Lean Six Sigma
Black Belt

Introductions & Background Information

Catapult Solutions Group

Value-based company dedicated to our customers' success with 12 offices located throughout USA; in the Ukraine and Columbia; Corporate Headquarters, Dallas, TX

Divisions include IT & Engineering, Professional Services, Finance / accounting and Healthcare

Exhaustive range of staffing services and solutions spanning across different industries including training in lean six sigma, business analysis, project management and organizational change management

The Urology Group

With 39 physicians on staff, The Urology Group is one of the largest single specialty groups of urologists in the United States.

Every day, since 1996, we have been dedicated to delivering the most advanced medical and surgical care for treating urological and reproductive conditions.

The Urology Group is a proud member of the Independent Physicians Collaborative, connecting independent physicians across three states to provide high quality, lower cost choices for patients seeking specialized care.



“It is not enough that management commit themselves to quality and productivity. ... They must know what it is they must do. Such a responsibility cannot be delegated.”

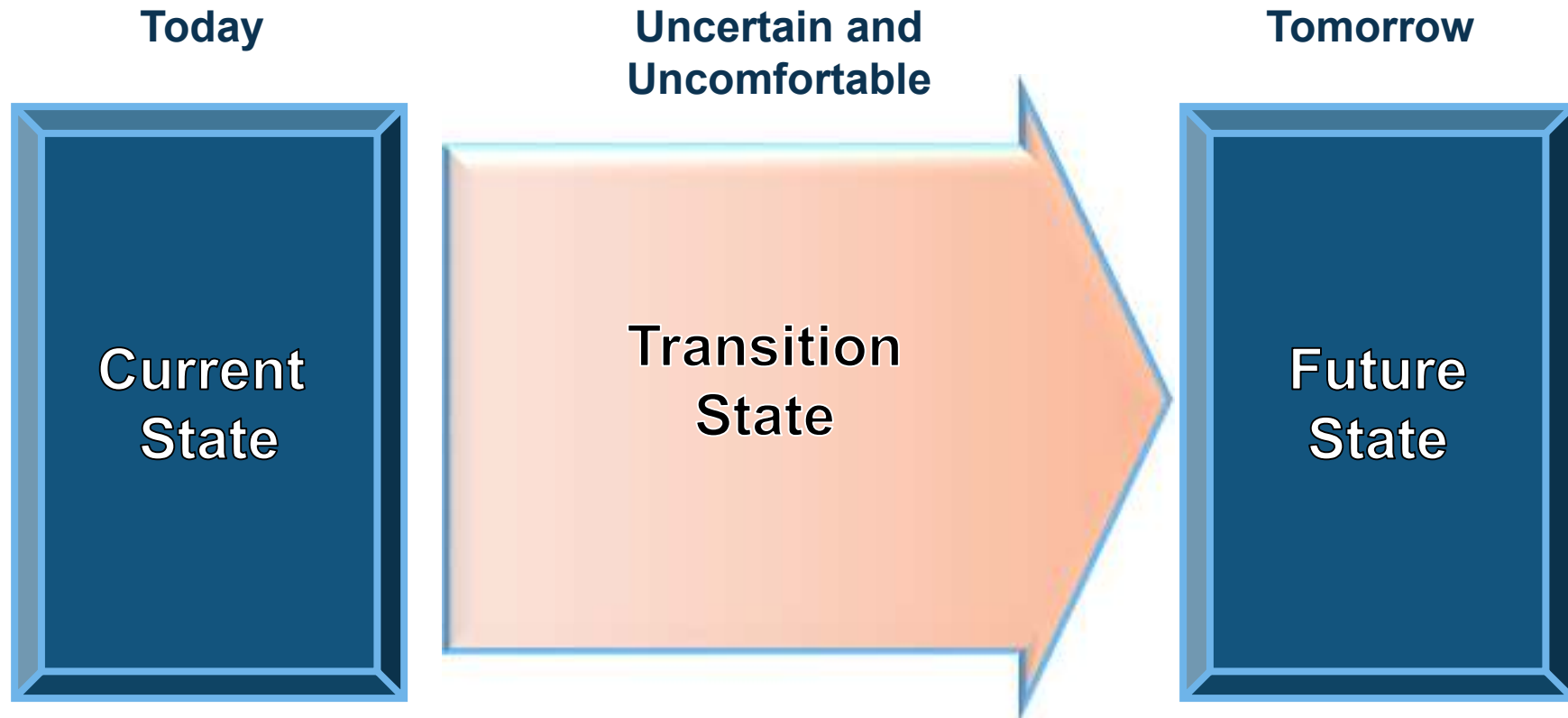
- Dr. W. Edwards Deming



“Lean Six Sigma is a very important strategic and operational initiative. Given the state of healthcare and our unique position in the market place, we need to develop a strong team of leaders who are effective problem solvers.”

Earl Walz, CEO
The Urology Group

Creating a New Culture!



*"If you do not know where you are going, every road will get you nowhere."
— Henry Kissinger*

TUG was blessed with great Change Leadership

Ready

- ◆ Leaders communicate a clear **vision**
- ◆ People understand the vision and **why** it is important to them and the business

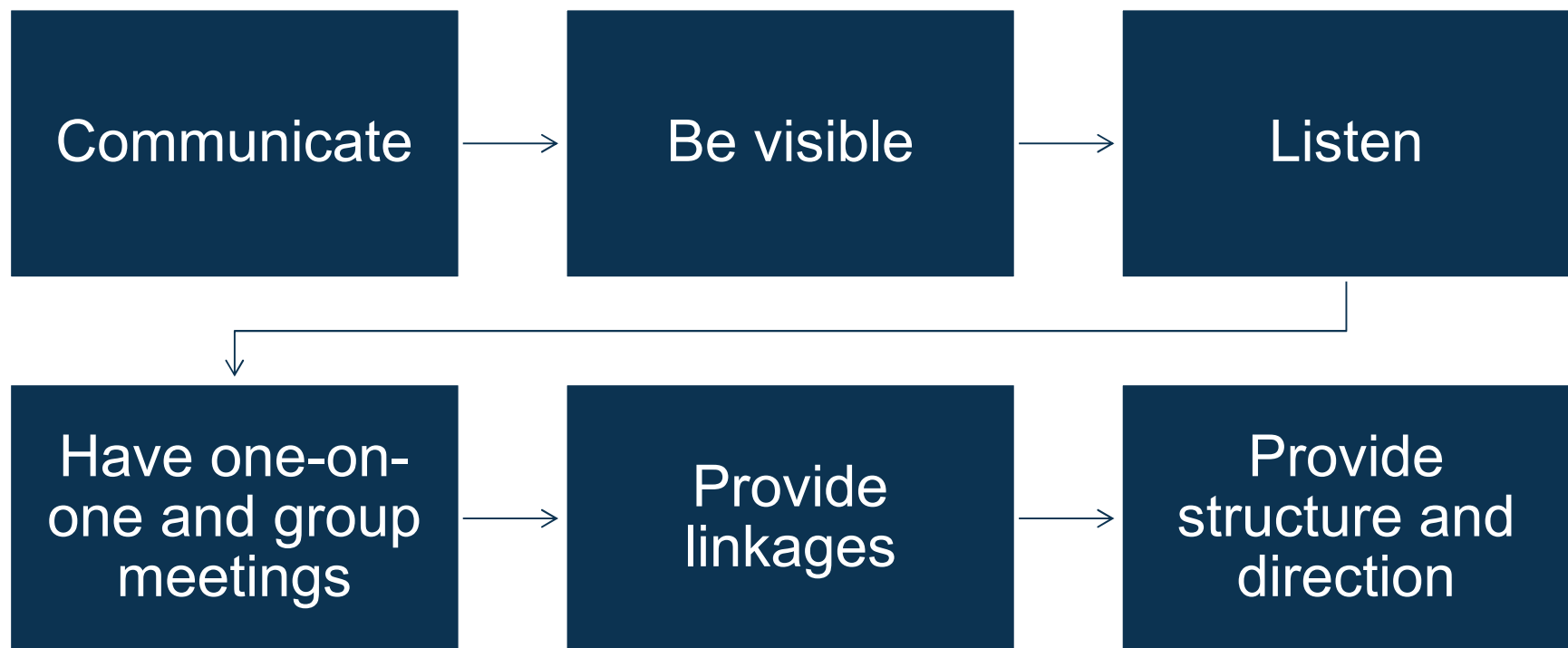
Willing

- ◆ People know their **role** in the vision and are **excited** about the future
- ◆ People believe there is **broad support** for the vision

Able

- ◆ People are **trained** and have the tools to do the work
- ◆ People are **measured** and **rewarded** for supporting the vision

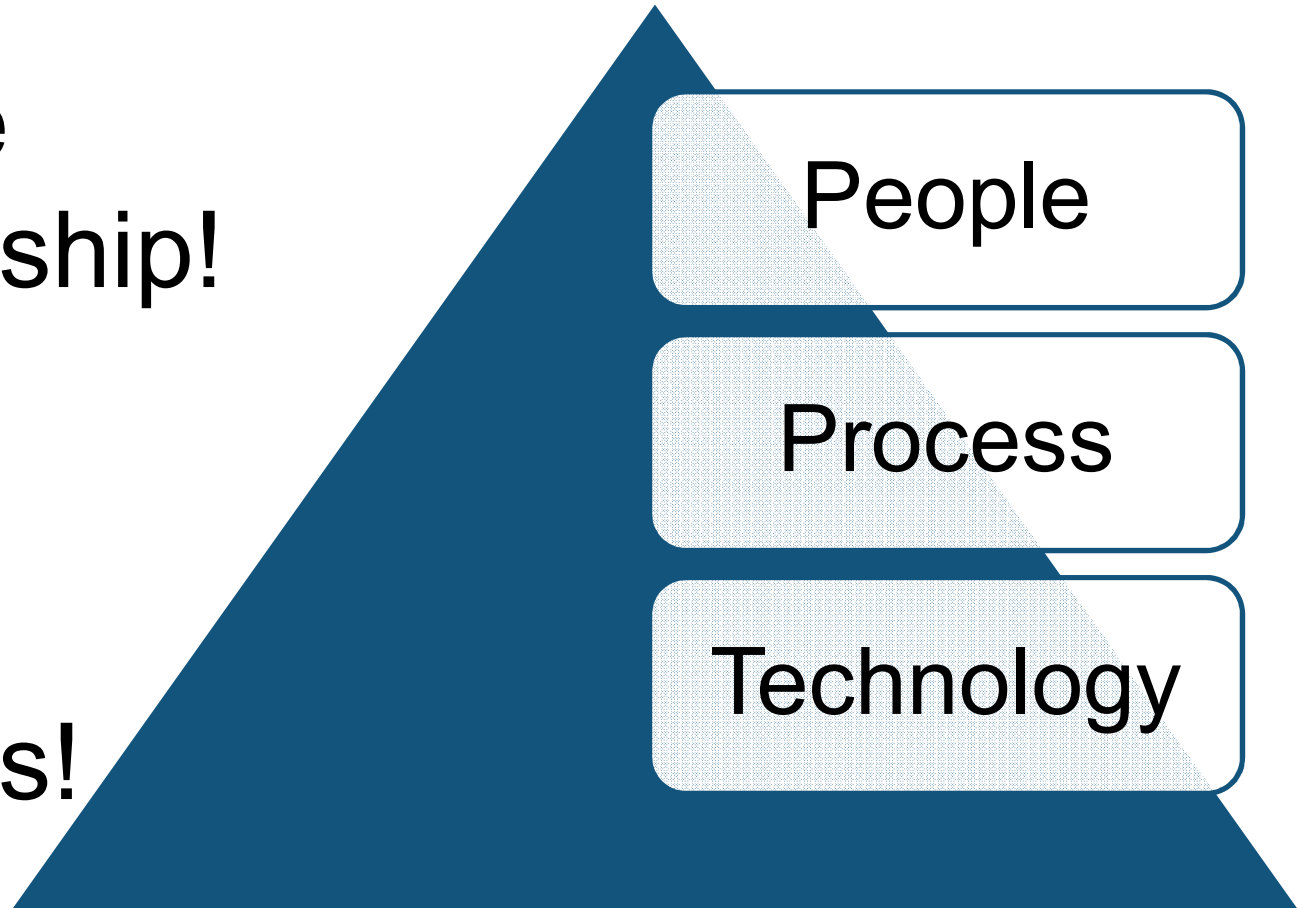
Leadership Did What was Needed!



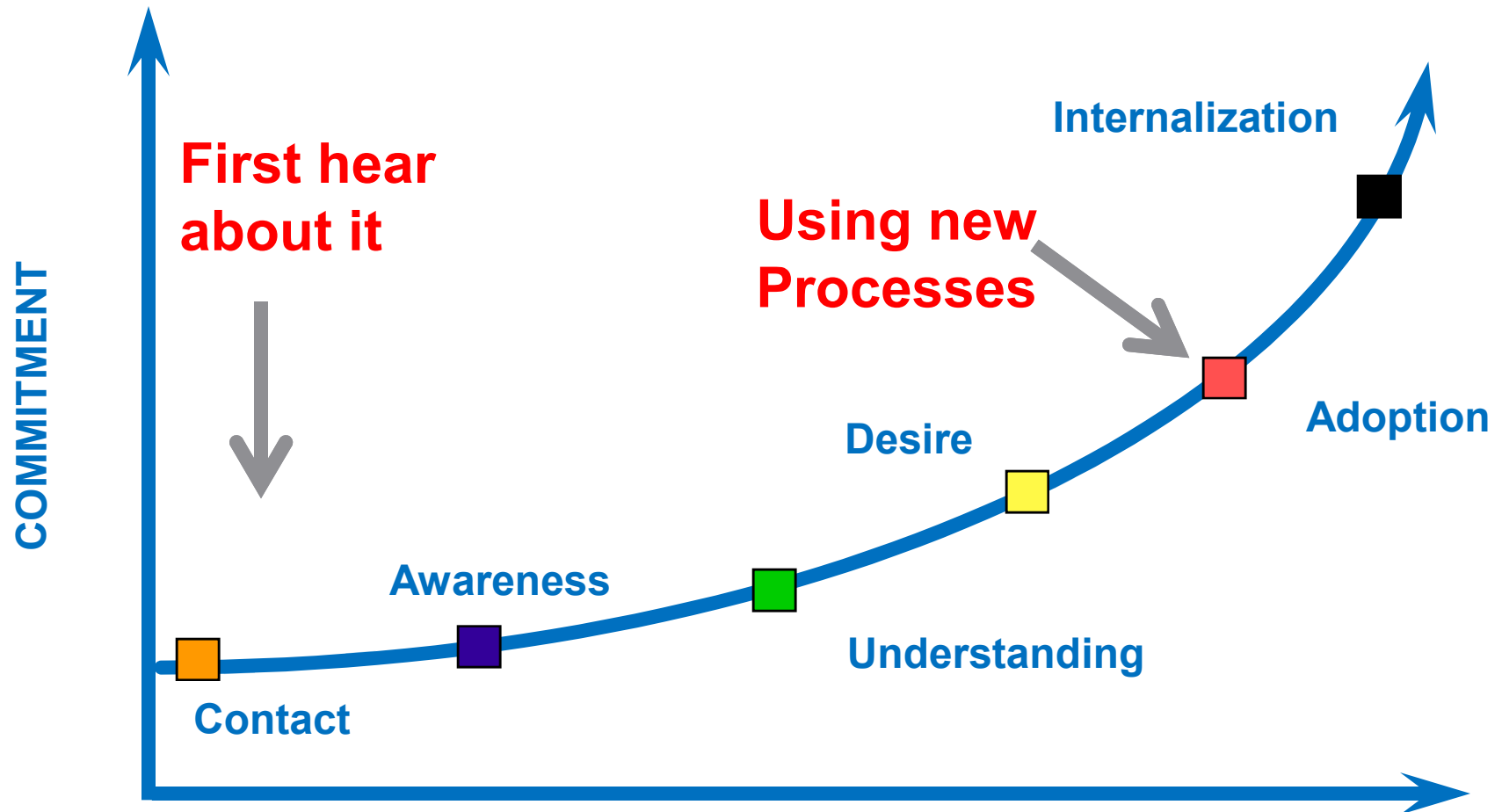
Improvement Projects Require . . .

Effective
Sponsorship!

Well
Defined
Problems!



Leaders spawned Commitment in its Employees



Great Vision, Clear Goals & Sponsorship

How does the initiative link to the corporate strategic plan and operational goals?

How will success be measured?

What leadership must do to champion an initiative?

- *To help access resources (\$ and people)*
- *To influence his or her peers to support you*
- *To offer guidance*
- *To address organizational challenges*

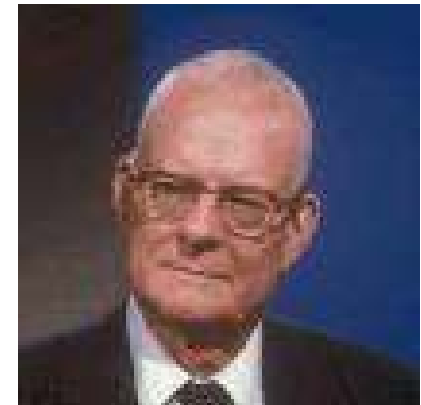
Our Focus was Lean Six Sigma and Process

***“Eighty-five percent of the reasons
for failure to meet customer
expectations are related to
deficiencies in systems and process***

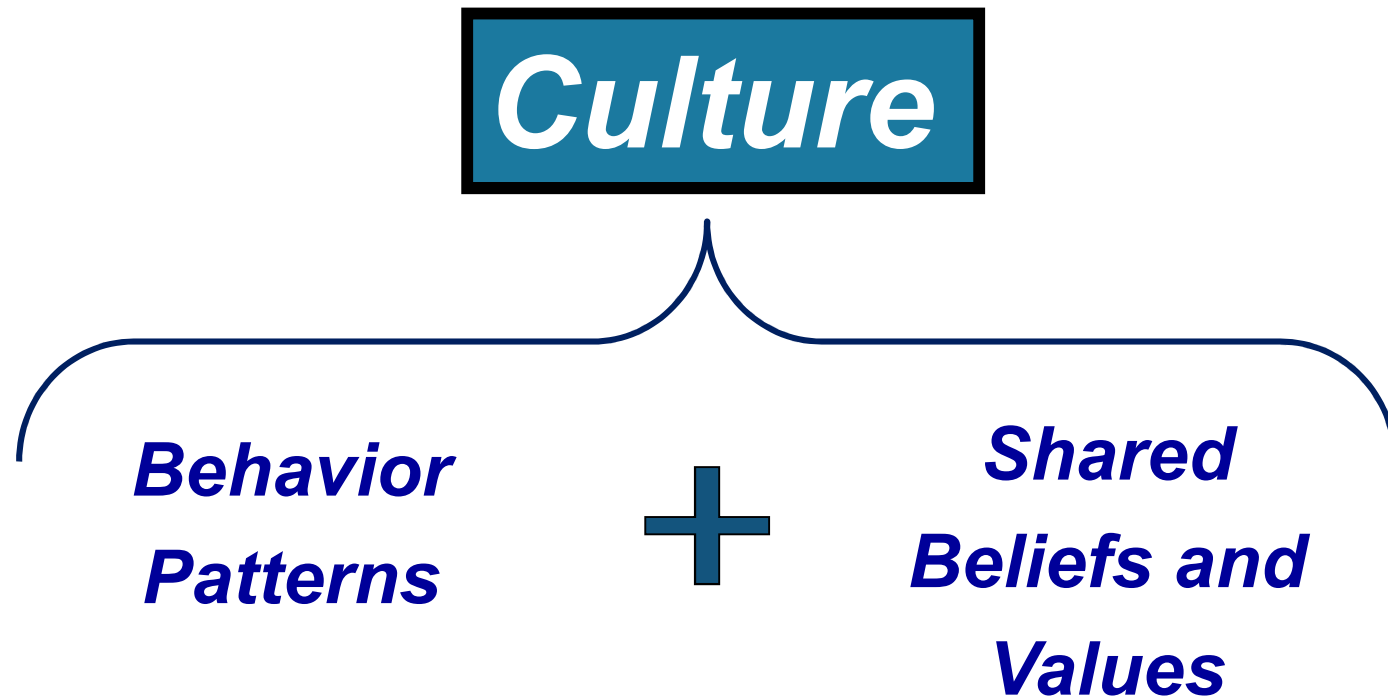
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rather than the employee.”

Dr. W. Edwards Deming



Culture Impacts Ability to Change



Creating a Lean Culture & Philosophy

- Respect, develop, and challenge your people & teams
- Continuous Organizational Learning
- Grow Leaders who will live the philosophy
- Respect, challenge and help your suppliers

People and Partners

- Thoroughly tested and reliable technology
- Use Pull Systems to avoid overproduction
- Visual Controls and Standards in place
- Stop when there is a quality problem
- Create Process Flow

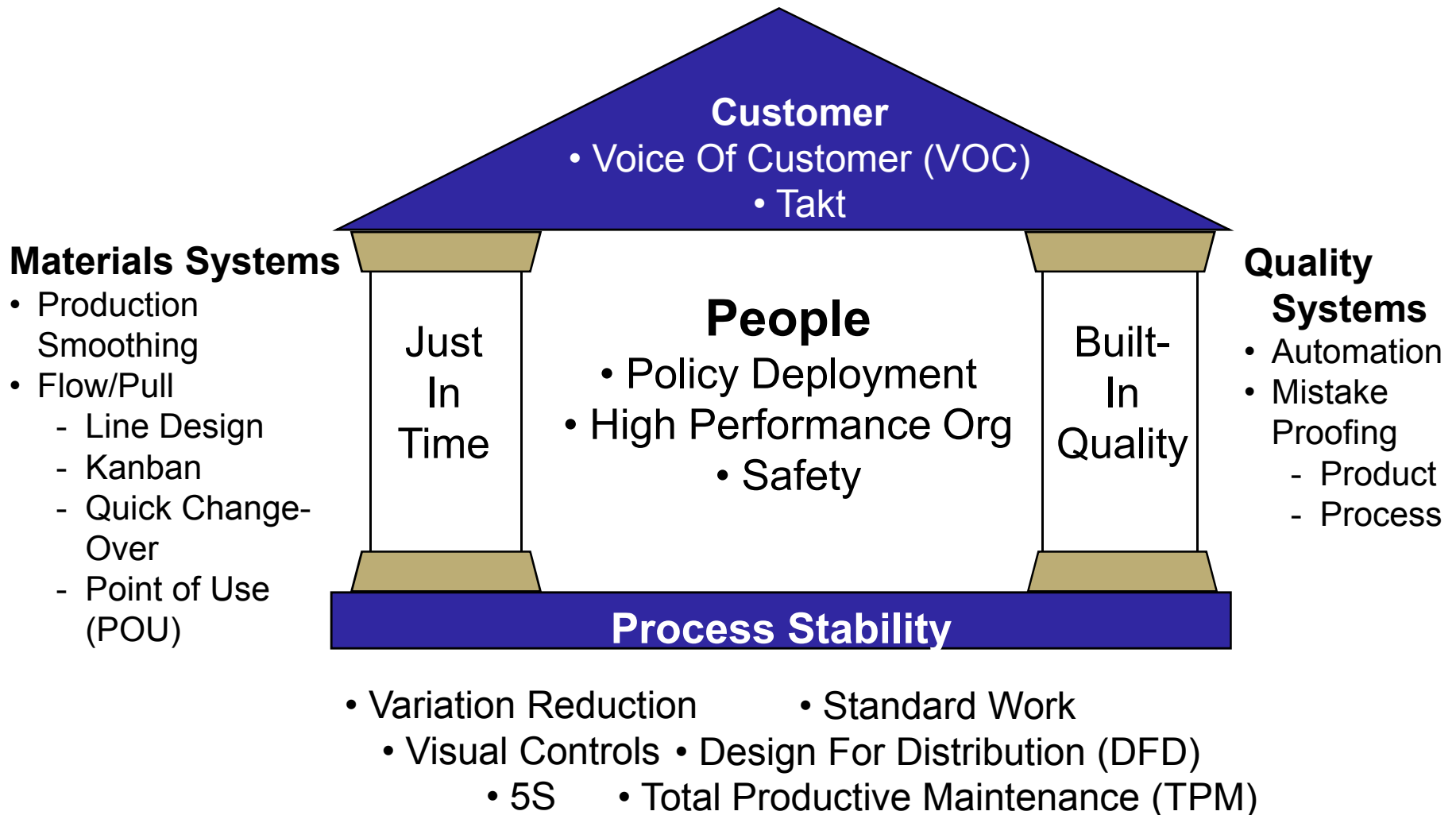
Operational Improvements

- Base Management decisions on a long-term philosophy at the expense of short-term financial goals

Philosophy

Vision

The “House of Lean” Set of Tools



Lean Principles

Lean Thinking can be summarized in five principles*:

Principle 1 – Precisely specify the value of a specific process

Principle 2 – Identify the value stream for each process

Principle 3 – Allow value to flow without interruptions

Principle 4 – Let the customer pull value from the process team

Principle 5 – Continuously pursue perfection

Identifying opportunities for improvement and making it visible is the first step!

Lean is about Driving out Waste

T RANSPORTATION



I NVENTORY



M OTION



W AITING



O VER PRODUCTION



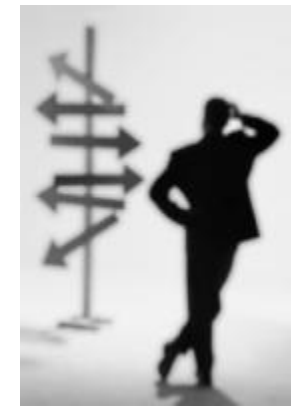
O VER PROCESSING



D EFACTS



S KILL



Data is the Foundation of Lean Six Sigma

Data is derived from objects, situations, or phenomena in the form of measurements. Data is used to classify, describe, improve, or control objects, situations or phenomenon.

Before we...

- Make adjustments / make decisions
- Implement solutions / decide to go full out
- Run an experiment / pilot
- Perform a advanced statistical analysis

We must ...

- Validate our measurement systems
- Validate our data and data collection systems



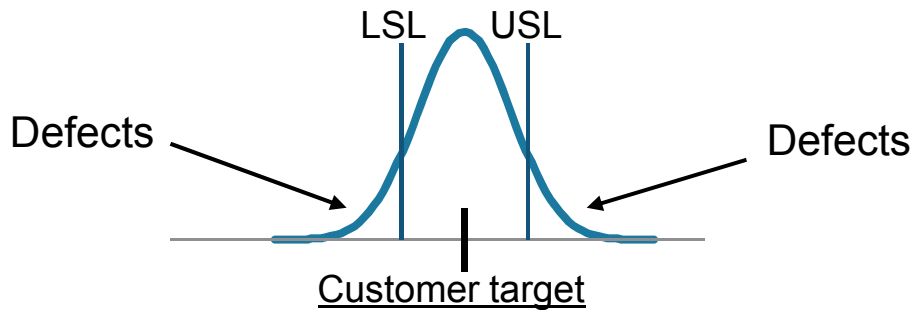
Data is our only “Voice Of The Process”

Lean's Goals

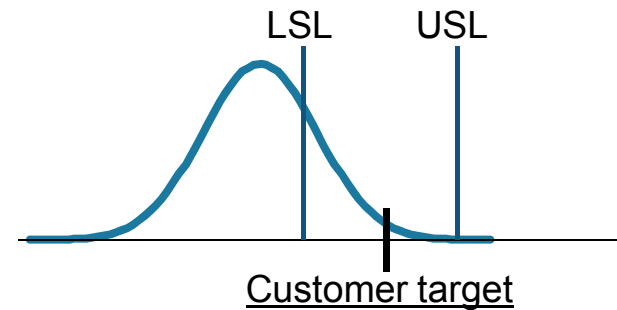
Produce an efficient system that will deliver to our customers...

- **Exactly** what they need
- **When** they need it
- In the **quantity** they need
- In the right **sequence**
- **Without defects**
- And **at the lowest possible cost**

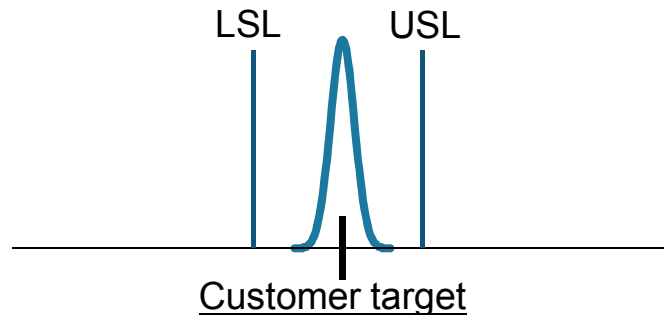
Goals of Six Sigma



Eliminate Defects
Reduce Variation



Center Process on Target
Reduce Variation



Meet Customer Target and Specifications

USL = Upper Specification Limit
LSL = Lower Specification Limit

Leveraging Lean and Six Sigma



Applying Lean early in the deployment helps:

- Exploit “quick-win” opportunities
- Make results quickly visible to all employees
- Build positive momentum and cultural acceptance of change
- Verify issues being considered for the deeper dive projects

Implementing Six Sigma over the longer term helps:

- Resolve “hard-to-solve” issues
- Demonstrate creative solutions to complex problems
- Create a data-driven culture of change within the organization
- Solve problems for the last time to generate sustainable results

"Time given to thought is the
greatest time saver of all."

- Norman Cousins

The Urology Group's Lean Six Sigma Journey

Creating a culture of continuous
improvement.

Faster. Better. Cheaper.

Take the time to think

I decreased the amount of time a process took by 80% but the process was a bad process.

Developing a Foundation of Thinking

BLACK BELTS

Deep understanding of advanced LSS techniques.
Ability to teach LSS principles, tools and techniques.
Lead and support Green Belt projects.
Provide improvement leadership to the organization.

4

GREEN BELTS

Be able to lead and execute LSS projects in their domain including Defining, Measuring, Analyzing, Improving and Controlling improvement projects.

10

YELLOW BELTS

Understand the basics of LSS principles and terms.
Appreciate the value of process improvement and understand working on an LSS team.

23

TUG team members per Lean Six Sigma Belt

Low hanging fruit still needs to be picked

Materials Management

- Staff involvement in the ordering process was cut down to 1.5 people from the previous 8
- Cycle time of the ordering process was cut from 1,125 minutes per week to 512.5 minutes per week
- Some newly found spare time for the material manager has been spent finding options for getting materials and a lower price resulting in \$45,000 in savings.

Sometimes its personal

Staff retention

- In 2015 our surgery center lost 60% of staff over 9 months.
- Interviewed current employees and departing employees.
- We increased some salaries.
- Increased our employee referral program.
- Started monthly lunches with CEO.
- Turnover has been around 20% for 2016

Adding new Revenue Streams

Pharmacy

- Centralized pharmacy tasks
- Increased pharmacy awareness
- Expanded to another location
- Prescriptions increased and overtime was decreased

Being very responsive to the needs of the Business

I.T. Help Desk

- Satisfaction in I.T. was low
- Implemented Ticketing system
- Emphasized friendliness and communication
- Decreased response time by 40%

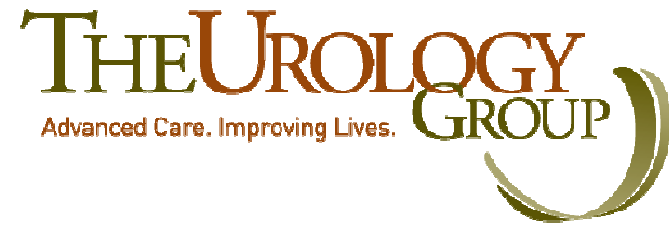
Lessons Learned

- Choosing projects
- Choosing metrics
- Mapping the process
- Defining the scope
- Collecting Data
- Standardize then improve
- Maintain the gain

Continuous Improvement

- Culture of attentiveness
- Physician engagement
- Quarterly meetings
- Continued engagement with Master Black Belt
- Patient wait time
- Employee training and orientation
- HIPAA and HITECH compliancy
- O.R. Utilization

Comments and Questions



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