The Urology Group’s Lean Six Sigma Journey

Charlie Slaven & Don Lawson

CATAPULT Solutions Group

The Urology Group

HIMSS CENTRAL & SOUTHERN OHIO Chapter
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## Introductions and Background Information

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<th>Charlie Slaven</th>
<th>Don Lawson</th>
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<tbody>
<tr>
<td>Trainer, Mentor, Coach and Consultant</td>
<td>I.T. Manager</td>
</tr>
<tr>
<td>Certified Lean Six Sigma Master Black Belt</td>
<td>Certified Lean Six Sigma Black Belt</td>
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## Introductions & Background Information

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<th>Catapult Solutions Group</th>
<th>The Urology Group</th>
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<td>Value-based company dedicated to our customers’ success with 12 offices located throughout USA; in the Ukraine and Columbia; Corporate Headquarters, Dallas, TX</td>
<td>With 39 physicians on staff, The Urology Group is one of the largest single specialty groups of urologists in the United States.</td>
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<td>Divisions include IT &amp; Engineering, Professional Services, Finance / accounting and Healthcare</td>
<td>Every day, since 1996, we have been dedicated to delivering the most advanced medical and surgical care for treating urological and reproductive conditions.</td>
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<td>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</td>
<td>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.</td>
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“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!

- Communicate
- Be visible
- Listen

- Have one-on-one and group meetings
- Provide linkages
- Provide structure and direction
Improvement Projects Require . . .

Effective Sponsorship!

Well Defined Problems!

People

Process

Technology
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 rather than the employee.”

Dr. W. Edwards Deming
Culture Impacts Ability to Change

Culture

Behavior Patterns + Shared Beliefs and Values
Creating a Lean Culture & Philosophy

- Base Management decisions on a long-term philosophy at the expense of short-term financial goals
- 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
- Respect, develop, and challenge your people & teams
- Continuous Organizational Learning
- Grow Leaders who will live the philosophy
- Respect, challenge and help your suppliers
The “House of Lean” Set of Tools

Customer
- Voice Of Customer (VOC)
- Takt

Materials Systems
- Production Smoothing
- Flow/Pull
  - Line Design
  - Kanban
  - Quick Change-Over
  - Point of Use (POU)

People
- Policy Deployment
- High Performance Org
- Safety

Built-In Quality

Process Stability
- Variation Reduction
- Standard Work
- Visual Controls
- Design For Distribution (DFD)
- 5S
- Total Productive Maintenance (TPM)

Quality Systems
- Automation
- Mistake Proofing
  - Product
  - Process

Customer

People

Built-In Quality

Materials Systems

Process Stability
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

- TRANSPORTATION
- INVENTORY
- MOTION
- WAITING

- OVER PRODUCTION
- OVER PROCESSING
- DEFECTS
- SKILL
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

Customer target

GOAL

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

Fast, Efficient and 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.

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.

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

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

TUG team members per Lean Six Sigma Belt

4
10
23

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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 compliance
- O.R. Utilization
## Comments and Questions

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