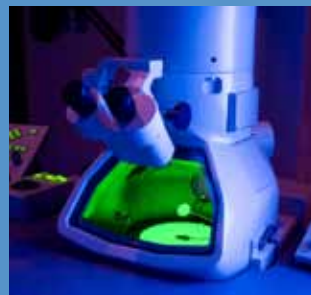




# Productivity Healthcare Solutions

**Lean Healthcare:** Smarter, Quicker, Easier Patient Care Delivery





## Today's healthcare organizations...

Today's healthcare organizations are under extreme pressure to improve the health of their patients as well as the health of their bottom line. As a result, it has become essential for the healthcare industry to adapt Lean Six Sigma practices to improve operational effectiveness and create a culture of continuous improvement. Compelling evidence of the benefits to be achieved in healthcare through adaptation of these practices has led the Joint Commission to recommend using Lean Six Sigma methods (a discipline taught by Productivity Healthcare Solutions) to enhance achieving overall operational excellence.

Most healthcare provider organizations have evolved into complex interdependent structures with three underlying purposes; each function being designed to address a specific patient need:

- 1 **Treatment Management** processes focused on the discovery, accumulation, and standardization of medical knowledge for improved patient outcomes.
- 2 **Operations Management** processes focused on the preventive, diagnostic, therapeutic and support services needed to improve the human condition.
- 3 **Financial Management** processes focused on the strategies to improve business revenue cycle performance and effective cost containment.

### 1 TREATMENT MANAGEMENT



The healthcare industry has universal concerns around treatment management for better patient outcomes. Today, variability in treatment from provider-to-provider, provider-to-current-standard and provider-to-best-evidence-based-medicine creates risk. This risk is compounded by an environment of constant changes—from advances in medical knowledge, to employee turnover—all leading to complex decisions and multiple demands that compete for provider attention.

Lean Six Sigma is about how we do work. Beyond simply creating greater access to care, Lean Six Sigma techniques address preventable errors that can negatively impact the health of the patient. Lean Six Sigma creates better patient outcomes and higher accreditation compliance by enabling greater treatment consistency with standard work and statistical decision making tools.

Lean treatment management provides methods and management systems to assure current and consistent treatment protocols.

### 2 OPERATIONS MANAGEMENT *Diagnostic, Therapeutic, and Support Services*



The complexities of managing today's diagnosis and treatment are compounded by the need to manage the flow of resources that are required to support optimal patient care. Healthcare is no longer simply about medicine and medical procedures; it is also about mobilizing and empowering all the members of your organization and focusing them on building efficient, reliable healthcare processes that, first, do no harm; second, heal the sick; and third, achieve the organization's financial objectives.

*Operations Management continued on page 3*

Yet, increasing patient loads, limited facility space, a shortage of qualified staff, and spending that is rising faster today than at any point in history, all continue to put pressure on an already strained system.

Lean Six Sigma can help you to be successful in the face of all these challenges by enabling healthcare leaders to position a robust process of continuous improvement and do so at a level far exceeding any previous improvement initiatives.

## FINANCIAL MANAGEMENT

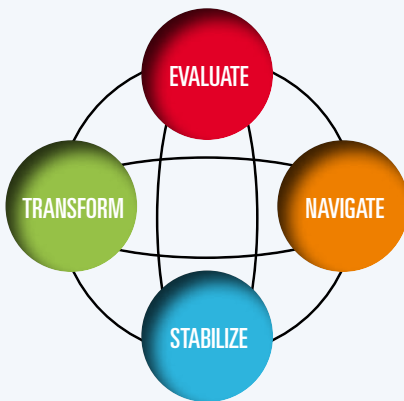


With the growing financial pressures on healthcare, organizations today are being forced to embark on well-planned, systemic improvement strategies focusing on revenue cycle performance. Instrumental to the well-being of the balance sheet and sustainable cash-flow, it has become a financial imperative to develop collaborative work practices that seek to find solutions to maximize patient care while concurrently striving for effective cost containment.

Applying Lean Six Sigma methods upstream and downstream to the revenue cycle will facilitate improved workflow practices and eliminate all wasteful steps, which, in-turn, will accelerate the positive effect of timely payment and improved payor performance.

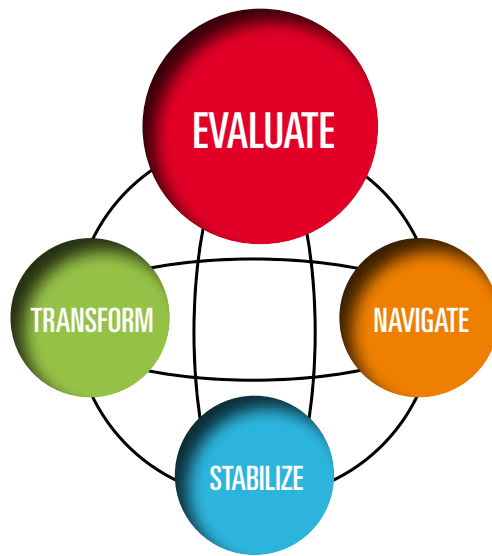
There is a constant struggle to retain a common unifying mission between **Treatment Management**, **Operations Management**, and **Financial Management** while managing the components within each. Your desire to create best possible patient outcomes with evidence based care are balanced against desires for smarter, quicker, easier patient care delivery. The good news is that you can have it all: effectiveness and efficiency, speed and accuracy, completeness and thoroughness. Lean Six Sigma provides your improvement process a structured way to synchronize all that needs to be done to operate effectively and efficiently.

### *Productivity Healthcare partners with healthcare organizations to achieve excellence by:*



- Evaluate:** Identifying critical inconsistencies between what customers value and your organizational capabilities.
- Navigate:** Getting everyone in the organization pulling in the same direction and create a management system to keep it that way.
- Stabilize:** Creating daily operational processes required to sustain consistent results for products/services.
- Transform:** Taking actions that close performance gaps and make sure the change sticks.





## EVALUATE

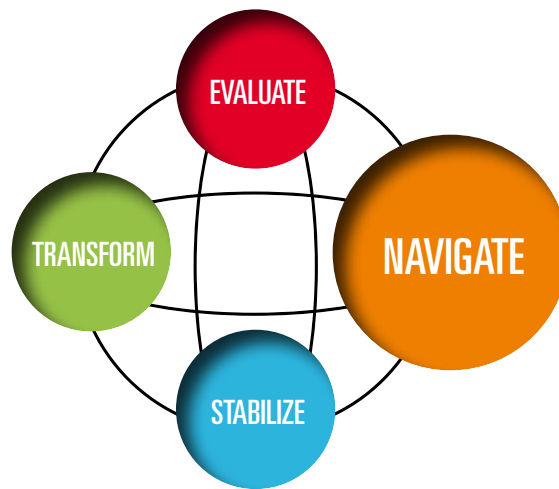
**Evaluate** is where you set the strategy for improvement. With a good understanding of what your customers value, knowing your current delivery capabilities to meet those value expectations, and a thorough organizational assessment, you can now determine where to focus both short-term and longer-term improvement efforts to achieve the greatest amount of impact in the shortest period of time. Questions to be considered:

- How do I set targets consistent with what customers value and our internal capability?
- How can I gain insight into the things customers really value so that we are not surprised?
- How do I build the capabilities necessary to meet both customer and share-holder expectations?
- How do I assess organizational systems against best practices to determine what our organization is capable of today and what needs to be improved to help us reach our strategic goals?
- Which key measures should I employ to give us the insight into how our organization is performing against customer requirements?

Working in partnership with you and your team we will utilize proven diagnostic and assessment methodologies to gain a thorough understanding of your organizational current state and readiness for change, help you determine meaningful measures of success, and work closely with you to map your improvement plan and document the improvement plan charter.

### Productivity Healthcare Solutions Evaluate services include:

- Organizational Diagnosis
- Readiness Assessment
- Leadership Training and Coaching
- Success Metrics
- Improvement Strategy, Planning, and Chartering



## NAVIGATE

Now that your strategy has been set, **Navigate** works to get everyone in the organization aligned with that strategy and positions a management system to deploy and sustain. Questions to be considered:

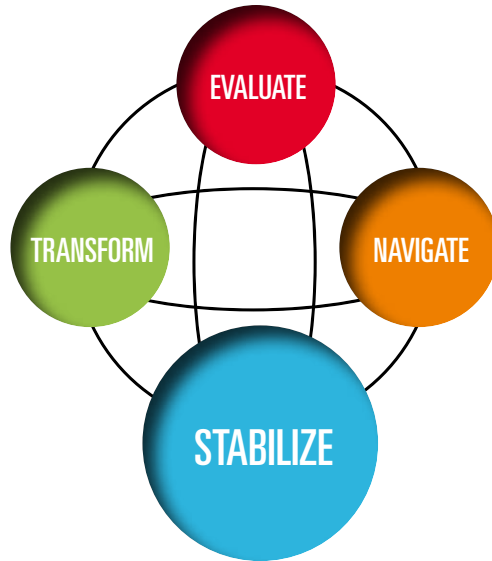
- How do I get everyone in the organization pulling in the same direction?
- How can I prioritize and select the most critical breakthrough capability?
- How do I review progress against the plan and determine necessary counter-measures?
- How do I align activities and resources, both inside and outside the organization, to achieve the desired outcome?
- How do I identify the key breakthrough capabilities that are required to move the improvement strategy forward?

Working closely with you and your team, we will use a structured strategy deployment process to translate your strategy key objectives into improvement initiatives, targets-to-improve with milestones, and both social and financial impacts. We will help you establish a system by which to manage your deployment, set clear and specific priorities, define a project chartering and review process, and employ a purposeful counter-measures routine keeping your improvement plan on-track and aligned with the overall organizational social and financial goals.

### **Productivity Healthcare Solutions Navigate services include:**

- Strategic Deployment Process and Tool Kit
- Project Chartering and Project Management Process





## STABILIZE

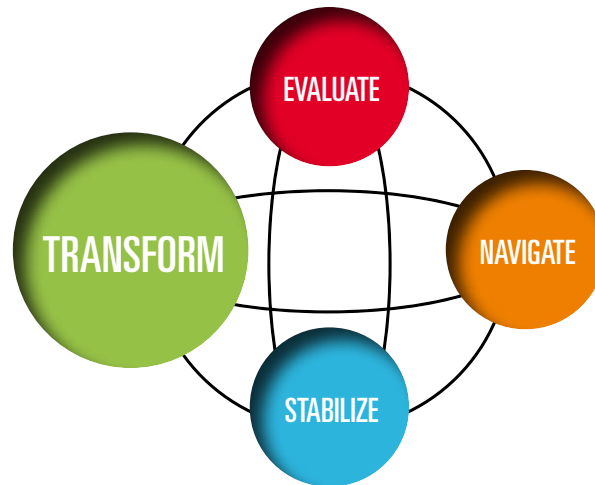
In **Stabilize**, organizations must position the operational standard work required to gain adherence and to sustain the deployed improvement strategy. It is here the improvement initiatives determined during Navigate become part of daily work. Questions to be considered:

- How do I know the appropriate actions to sustain consistent results?
- How do I use process knowledge to consistently achieve our organizations business objectives?
- How do I build capabilities to position an employee community of experimenters and problem solvers?
- How do I select day-to-day performance metrics appropriate to drive the desired behavior in meeting our objectives?
- How do I visually manage daily operations sharing necessary improvement metrics?

To assist you in this stage we will coach and mentor you and your team in the process of building a culture of improvement. We will employ our team-based approach to Stabilize that ensures a transfer of knowledge, enabling small groups to experiment and establish both work place and leadership standard work practices, design and employ visual display and visual control management systems, and train critical mass in cause and effect and root cause problem solving tools.

### Productivity Healthcare Solutions Stabilize services include:

- Culture and Team Building
- Problem Solving (DMAIC and CEDAC)
- Standard Work
- Process Flow
- Visual Management System



## TRANSFORM

In **Transform** the organization takes action to close performance gaps, assure an enduring customer value proposition, and reinforce the desired behavior that is necessary for continuous improvement. Questions to be considered:

- How do I establish a strategy renewal process to address a changing business landscape?
- What information is needed to support decisions and how frequently do I need it?
- How do I ensure top line growth?
- How do I reinforce achieving the capabilities required and the action plans needed to drive to root cause?
- How do I adapt our business model to address a changing business environment?
- How do I ensure changes made are sustained?

Together we will revisit your improvement plan and charter and ensure any necessary course corrections. We'll establish an annual strategy renewal process and necessary supporting processes for monitoring and assessing progress toward achieving your targets-to-improve and accompanying milestones. Plus, we'll help you position a team-audit system that will allow your small groups, teams, managers and facility leadership to continually assess the ever changing work place to ensure best practices.

### Productivity Healthcare Solutions Transform services include:

- Sustainability Planning and Standard Work
- Team-Based Audits
- Project Review Processes
- Process Optimization
- 3P (Pre-Process Planning)
- Business Process Innovation





## Get Started Today!

Productivity Healthcare Solutions was created to focus on the unique needs of the healthcare providers and payers to improve their business value streams. We are sensitive to the challenges facing today's Healthcare leadership and specialize in tailoring our services to meet client specific process, cultural, and performance considerations.

Our approach has been used in hospitals, clinics, insurance, and numerous administrative and transaction process settings. Our delivery models are team-based and designed to assist employees in learning, applying, and sustaining the determined improvement practices and methodologies. All of which has led to unique client collaborations resulting in effective waste-elimination improvement strategies and a positive, significant impact on providers and payers, their employees, their processes, and most importantly, their patients!

We can help your organization! Please give us a call and find out how we can customize and adapt our improvement process to help you reach your strategic objectives

### A Customized Solution

- Sensitive to unique cultural and process situations
- Allows for single or multiple entry paths based on need
- Seeks most cost effective approach to gain maximum improvement in the shortest period of time
- Supports active, hands-on involvement by the client organization
- Ensures knowledge transfer and ownership of the improvement process
- Aligns business objectives with work place improvement initiatives and activities



4 Armstrong Road, 3rd Floor  
Shelton, CT 06484  
1-800-966-5423 • 203-225-0451  
Fax: 203-225-0771  
[www.leanhealthcareconsulting.org](http://www.leanhealthcareconsulting.org)

