

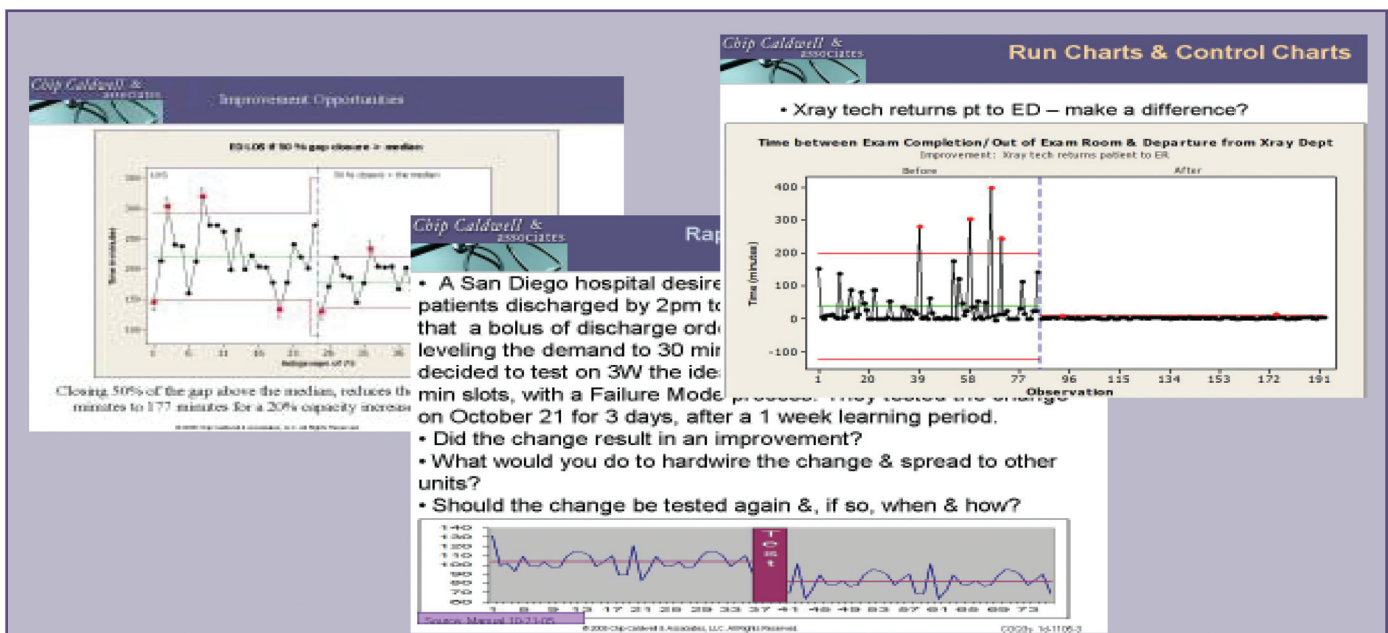
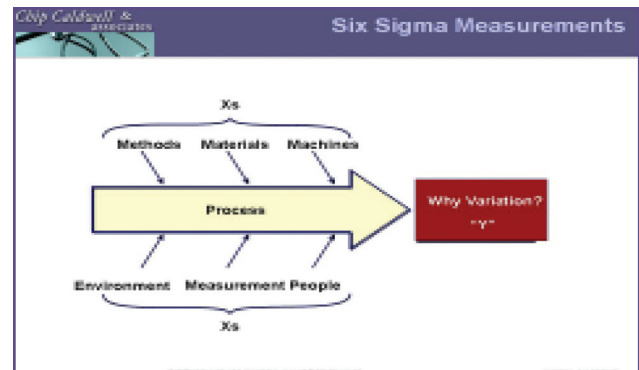
## A Disciplined Approach for Managing Innovation

Gaining consensus for changing a process is always a challenge. This is especially true given the complex healthcare processes. Meaningful progress is frequently hindered by a multitude of opinions, theories and forces that protect the status quo. Without the necessary skills, healthcare executives find themselves engaged in lengthy debates and countless hours in meetings attempting to gain traction for change while needed improvements are delayed. On one side of this spectrum is the mind set of designing the "Perfect Solution" prior to implementing any change. On the other side is a wasteful cycle of implementing one change after another in hopes something will work.

Rapid Cycle Experiments offers a proven approach for enhancing the speed and quality of decision making through out your entire hospital while introducing your team to the concepts of Lean-Six Sigma. Rapid Cycle Experimentation provides the foundation for a disciplined incremental approach to managing innovation and the analytical tools to accurately assess and quantify the impact of implemented changes.

As participants, your staff learns fundamental analytical and statistical techniques designed to increase the speed and quality of decision making. Caldwell Butler & Associates has extracted these methods from Lean- Six Sigma toolbox to create a proprietary program designed to introduce hospital staff to these concepts while actually producing cost recovery as an exhaust. Our clients report:

- Improved speed of execution in testing and implementing changes
- Increased confidence that decisions are producing the desired outcome
- Reductions in quality-waste by eliminating changes that are ineffective
- Lessening barriers to change by improving consensus among stake holders

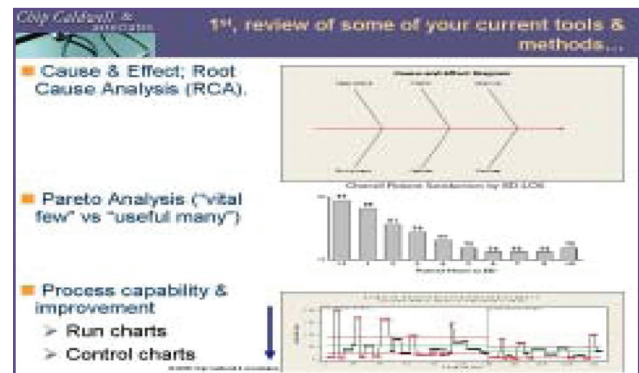


## Deliverables:

Our experience indicates that education followed by on-site apprenticing /coaching yields the most sustainable results and changes in culture. For this reason our experts provide you with the on-site support to allow your staff hands-on experience in applying the most frequently used methods managing change. Your staff will receive training covering:

## Lectures and Case Studies

- Theory and value of rapid cycle experiments
- How to translate resource denominated goals into process denominated goals
- Role of Today's Manager
  - Linking your work to the hospitals five critical core processes
    - 2:00 pm discharge = 80%
    - Surgery Cut to Close Hours/Staffed Hours = 50%
    - Emergency Department Length of Stay = < 4 Hours
    - In-Quality Staffing = 95%
    - Revenue Cycle Management % Clean Claim s in 5 Days =50%
- Overview of Lean-Six Sigma Tools Set
  - Designing rapid cycle experiments
    - Selection of demonstration projects
    - Review of examples
    - Template Excel Models for Rapid Cycle Testing (Excel Worksheet format)
  - Overview of most useful techniques for analysis
    - Process capability
      - Run Charts
      - Control Charts
    - Pareto Analysis
    - Cause & Effect / Root Cause
    - Two Sample T-tests



## Practical Application

- Select cross functional teams
  - Identify areas of improvement in five core process
  - Implement Tests
  - Analyze results using methods
  - Present results in 30 Days

## On-Site Support of a Master Black Belt in Lean-Six Sigma

- Support of Master Black Belt in Lean-Six Sigma
  - Individual and team coaching
  - Support in designing experiments
  - Technical assistance in analyzing results



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& Associates**

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## **Caldwell Butler & Associates, LLC**

Caldwell Butler & Associates is an innovative firm specializing in strategic deployment of Lean-Six Sigma resulting in cost position improvement, financial turnarounds, and patient throughput optimization. Caldwell Butler & Associates has assisted hundreds of clients increase productivity, maximize patient throughput, and improve patient satisfaction. Our team is exclusively dedicated to healthcare and brings extensive practical experience in hospital operations to each project. Our knowledge of the healthcare environment allows us to implement effective performance improvement programs tailored to the specific needs of your organization. Caldwell Butler & Associates is the trainer of choice for both the American College of Healthcare Executives and the American Society of Quality. During the past decade, Caldwell Butler & Associates has personally trained thousands of senior hospital executives in the effective healthcare application of Lean-Six Sigma.

Unlike traditional consulting firms, Caldwell Butler & Associates believes on-site mentoring and apprenticeship are the most effective methods for achieving sustainable gains in performance. Our on-site programs empower your employees by providing them with the tools to attain new levels of performance. We offer proven techniques and methods for enhancing personal accountability, monitoring progress of initiatives and tracking your ROI on each project. Where most consulting firms are satisfied with finding "identified savings" Caldwell Butler & Associates works along side your team throughout implementation thus providing you with a sustainable process for managing the entire productivity improvement cycle.

### **Caldwell Butler & Associates apprenticeship and mentoring programs include:**

- Effective use of aggressive benchmarking data
- Proven techniques for non-negotiable goal-setting
- Methods of identifying waste and generating cost savings strategies
- Creation of implementable 100 -Day Action Plans
- Flawless execution of performance improvement projects
- Creation of internal tracking methods for enhancing personal accountability