

# Six Sigma in Healthcare: Its Examples, Concept, Benefits & Roles



# The Use Of Six Sigma In Healthcare

**Bahadir Inozu, Dan Chauncey, Vickie  
Kamataris, Charles Mount, NOVACES,  
LLC**

## **The Use Of Six Sigma In Healthcare:**

*Lean Six Sigma for Hospitals: Simple Steps to Fast, Affordable, and Flawless Healthcare* Jay Arthur,2011-02-22 DELIVER FASTER BETTER AND CHEAPER HEALTHCARE IN AS FEW AS FIVE DAYS 4 STAR DOODY S REVIEW The main purpose is to present simple steps to help hospitals start getting faster better and cheaper in five days or less while achieving the goal of fast affordable and flawless healthcare Healthcare has many opportunities for improvement and the use of Lean Six Sigma concepts can make a dramatic impact This book provides the basic information to do that Doody s Review Service Lean Six Sigma for Hospitals Simple Steps to Fast Affordable Flawless Healthcare explains how to use tested Lean Six Sigma methods and tools to rapidly improve hospital operations and quality of care and reduce costs These proven strategies follow the patient from the front door of the hospital or emergency room all the way through discharge examining key aspects of patient flow and quality The trail of billing and collections is also followed to discover and eliminate cash flow leaks This practical guide emphasizes both the clinical and operational sides to reduce the three demons of quality delay defects and deviation Real world case studies from major hospitals illustrate successful implementations of Lean Six Sigma Coverage Includes Achieving a faster better hospital in five days emergency department door to balloon time operating room medical imaging lab nursing unit clinical staff pharmacy order accuracy diagnosis ICU Lean for accelerated patient flow Reducing medical errors with Six Sigma Creating a more profitable hospital in five days by reducing denied rejected and appealed claims Six Sigma for hospitals Excel power tools for Lean Six Sigma Identifying improvement projects through data mining and analysis Sustaining improvement using control charts Laser focused process innovation Statistical tools for Lean Six Sigma

Implementing Lean Six Sigma     **Lean Six Sigma for Healthcare** Chip Caldwell, Greg Butler, Nancy Poston, 2008-12-05 This book s unique focus on the role of healthcare leaders and the lessons learned were uncovered during the authors research of over 200 U S hospitals performance It was written specifically for CEOs the C Suite and senior leaders who desire to harness the power of Lean Six Sigma as their major strategic weapon for progress as well as those charged to coach them It is intended for those organizations that operate active Lean Six Sigma initiatives but have yet to successfully attack high leverage processes like In Quality Staffing and recovering significant Cost of Quality from throughput improvements It is also intended for senior leaders who have yet to tackle Lean Six Sigma as their major organization wide strategic weapon However it is also a must read for managers at all levels quality professionals and Lean Six Sigma Black Belts who desire to aid in assuring that their organizations improvement efforts attack strategically versus the all to common tactical project by project approach that suboptimizes the power of Lean Six Sigma Further the book and supporting website is full of electronic checklists tools templates suggestions for additional reading and many recommended 1 hour and 2 hour learning sessions for senior leaders and managers The changes in this second edition include the following Many more examples of In Quality Staffing a healthcare translation of one of the seven categories of Lean waste found in the Toyota Production System and one

of the most powerful concepts applicable to healthcare This concept has been described as the language of nursing versus a more manufacturing speak described in other leading Lean Six Sigma books Expanded dialogue of the role of Lean in healthcare Additional embedded case examples **Lean Six Sigma for the Healthcare Practice** Roderick A.

Munro,2008-12-04 This book is for those in healthcare practices whose customers payers may be encouraging or requiring them to use Lean Six Sigma in the workplace or to simply improve the way healthcare is being provided The book is intended to be a basic easy to read quick and handy reference to the process improvement topics that are so important in healthcare The first seven sections of the book cover the basics of Lean Six Sigma What is Lean Six Sigma through a Lean Six Sigma Road Map for the Practice and how it can be applied and implemented in the Practice The remainder of the pocket guide gives a brief description of the various tools and methodologies used in Lean Six Sigma Each discussion has purposefully been kept short and simple to allow for basic understanding Also included are tips of how or when to use the tool

**Improving Healthcare Quality and Cost with Six Sigma** Brett Trusko,Carolyn Pexton,Praveen K. Gupta,Jim Harrington,2003-04-09 The Definitive Six Sigma Guide for Healthcare Methodologies Tools and Metrics Rising costs are making healthcare unaffordable for millions and 100 000 people die every year due to medical error Healthcare must change dramatically Many leading healthcare institutions are discovering a powerful toolset for addressing both quality and cost Six Sigma In this hands on start to finish guidebook four leading experts introduce Six Sigma from the unique standpoint of the healthcare professional showing exactly how to implement it in real world environments Drawing on their unsurpassed experience the authors offer step by step methodologies tools and metrics all thoroughly adapted to the unique realities of healthcare They demonstrate how to utilize Six Sigma's Define Measure Analyze Improve and Control DMAIC process to address even the most challenging problems They also offer realistic guidance on rolling out Six Sigma initiatives that deliver rapid and sustainable value The authors show Six Sigma at work in every area of the hospital clinical radiology surgery ICU cardiovascular laboratories emergency trauma administrative services staffing billing cafeteria even central supply You'll learn why Six Sigma can produce better results than other quality initiatives how it brings new rigor and discipline to healthcare delivery and how it can be used to sustain ongoing improvements for the long term Coverage includes Adapting Six Sigma methodology tools and measurements for healthcare Designing more successful experiments Rolling out your Six Sigma initiative successfully Case studies from every area of the hospital from the ICU to billing Six Sigma templates modified fully for the healthcare environment Comprehensive and user friendly this book will be indispensable to everyone concerned with quality or cost administrators managers physicians and quality specialists alike Where Six Sigma is already in use or being considered it will serve as a shared blueprint for the entire team **Lean Six Sigma Case Studies in the Healthcare Enterprise** Sandra L. Furterer,2013-11-26 This book provides a detailed description of how to apply Lean Six Sigma in the health care industry with a special emphasis on process improvement and operations management in hospitals

The book begins with a description of the Enterprise Performance Excellence EPE improvement methodology developed by the author that links several methodologies including systems thinking theory of constraints Lean and Six Sigma to provide an enterprise wide prioritization and value chain view of health care. The EPE methodology helps to improve flow at the macro or value chain level and then identifies Lean Six Sigma detailed improvements that can further improve processes within the value chain. The book also provides real world health care applications of the EPE and Lean Six Sigma methodologies that showed significant results on throughput capacity operational and financial performance. The Enterprise Performance Excellence methodology is described and also the Six Sigma DMAIC Define Measure Analyze Improve Control problem solving approach which is used to solve problems for health care processes as they are applied to real world cases. The case studies include a wide variety of processes and problems including emergency department throughput improvement operating room turnaround operating room organization CT imaging diagnostic test reduction in an emergency department linen process improvement implementing sepsis protocols in an emergency department critical success factors of an enterprise performance excellence program

### **The Use of Lean Six Sigma Within Healthcare and Human Service Organizations**

Jacqueline Kay Jackson, 2007

Solutions to the Healthcare Quality Crisis Søren Bisgaard, 2009-02-06

Healthcare around the world is in crisis as a result of complex structural and strategic problems that will require solutions at a very high level. This book demonstrates that effective solutions based on modern quality management principles can be applied to alleviate many problems locally within healthcare institutions. It is designed to support doctors, nurses, technicians and administrators who are interested in applying quality management principles and the tools of Lean Six Sigma to improve healthcare within their own institutions. The book should also be of interest to politicians, policy makers and government officials wrestling with healthcare issues. The book presents a wide selection of examples of the applications of Lean Six Sigma originally published in two of ASQ's journals Quality Progress and Six Sigma Forum Magazine over the past few years. Each case illustrates some aspect of how to improve quality and reduce waste in healthcare institutions whether in the direct delivery of healthcare or on the equally important administrative side. Some of the cases are from large metropolitan hospitals and others are from smaller institutions. Most of the cases show what has worked while a few show pitfalls or obstacles to be avoided. Chapter 1 presents some of the basic notions of Lean Six Sigma quality management, explains key concepts and terminology and makes the reading of the cases easier. The introduction is followed by Chapter 2 presenting six articles of a general nature written by healthcare professionals from a variety of healthcare institutions engaged in quality improvement, how they achieved their results and what they learned. Chapter 3 provides eight detailed cases that describe specific applications of Lean Six Sigma to healthcare. Finally Chapter 4 provides a discussion of lessons learned and where we go from here. This book is specifically intended for healthcare professionals with no previous background knowledge or experience with Lean Six Sigma. More broadly it should be of interest to anyone interested in healthcare quality, doctors

nurses pharmacists technicians healthcare administrators consultants concerned citizens politicians policy analysts government officials etc These cases from American and European healthcare organizations of the use of Lean Six Sigma are documented by pioneering front line healthcare professionals doctors nurses and healthcare administrators willing to take personal responsibility and show leadership to improve quality and reduce the escalating costs of healthcare This book is not about theory It is a book for doers showing healthcare providers how to do it It shows how they can take their destiny in their hands and do something about healthcare quality and costs

**Applying Lean Six Sigma in Health Care** Thomas K. Ross, 2019-09-16 Written to address the growing demand for Lean Six Sigma expertise this text provides a step by step Define Measure Analyze Improve Control DMAIC process that describes how to use the tools appropriate for each phase and provide data where tools can be practiced by students Applying Lean Six Sigma in Health Care trains students on performance improvement techniques and current terminology so that they will be prepared to conduct Lean Six Sigma projects in large health care systems and support the physicians and nurses running these projects With a focus on application students learn and utilize the DMAIC process by applying it to an improvement project that is carried through the text

**Lean Six Sigma Case Studies in the Healthcare Enterprise** Sandra L. Futerer, 2013-11-29 This book provides a detailed description of how to apply Lean Six Sigma in the health care industry with a special emphasis on process improvement and operations management in hospitals The book begins with a description of the Enterprise Performance Excellence EPE improvement methodology developed by the author that links several methodologies including systems thinking theory of constraints Lean and Six Sigma to provide an enterprise wide prioritization and value chain view of health care The EPE methodology helps to improve flow at the macro or value chain level and then identifies Lean Six Sigma detailed improvements that can further improve processes within the value chain The book also provides real world health care applications of the EPE and Lean Six Sigma methodologies that showed significant results on throughput capacity operational and financial performance The Enterprise Performance Excellence methodology is described and also the Six Sigma DMAIC Define Measure Analyze Improve Control problem solving approach which is used to solve problems for health care processes as they are applied to real world cases The case studies include a wide variety of processes and problems including emergency department throughput improvement operating room turnaround operating room organization CT imaging diagnostic test reduction in an emergency department linen process improvement implementing sepsis protocols in an emergency department critical success factors of an enterprise performance excellence program

**Basics of Health Care Performance Improvement** Donald Lighter, 2011-11-15 While quality improvement methods and approaches have become well accepted in American Industry they have been slower to catch on in the largest American industry and arguably the most important the health care services A clear understanding of basic quality improvement methods applications and approaches is critical foundation for a successful career in health care administration Building on the success of his previous

text Quality Management in Health Care Principles and Methods Dr Lighter's new book Basics of Performance Improvement A Lean Six Sigma Approach is an ideal first course for students learning the basics of Lean Six Sigma and its application in improving health care quality and patient outcomes DMAIC Phase Tools Define Measure Analyze Improve Control Creating the business case for improving healthcare performance Group Processes in healthcare PI Process tools in QI Medical informatics and data resources Process control Advanced statistical applications Approaches to improvement standardization Integration of care systems Alignment and integration of performance improvement systems the Malcolm Baldrige National Quality Award Accreditation and certification programs Lean Six Sigma Case Studies Ideal for both undergraduate and graduate level courses the book also serves as an excellent reference for basic quality improvement approaches for QI professionals 2013 342 pages

**Statistical Methods in Healthcare** Frederick W. Faltin, Ron S. Kenett, Fabrizio

Ruggeri, 2012-07-24 Statistical Methods in Healthcare In recent years the number of innovative medicinal products and devices submitted and approved by regulatory bodies has declined dramatically The medical product development process is no longer able to keep pace with increasing technologies science and innovations and the goal is to develop new scientific and technical tools and to make product development processes more efficient and effective Statistical Methods in Healthcare focuses on the application of statistical methodologies to evaluate promising alternatives and to optimize the performance and demonstrate the effectiveness of those that warrant pursuit is critical to success Statistical methods used in planning delivering and monitoring health care as well as selected statistical aspects of the development and or production of pharmaceuticals and medical devices are also addressed With a focus on finding solutions to these challenges this book Provides a comprehensive in depth treatment of statistical methods in healthcare along with a reference source for practitioners and specialists in health care and drug development Offers a broad coverage of standards and established methods through leading edge techniques Uses an integrated case study based approach with focus on applications Looks at the use of analytical and monitoring schemes to evaluate therapeutic performance Features the application of modern quality management systems to clinical practice and to pharmaceutical development and production processes Addresses the use of modern statistical methods such as Adaptive Design Seamless Design Data Mining Bayesian networks and Bootstrapping that can be applied to support the challenging new vision Practitioners in healthcare related professions ranging from clinical trials to care delivery to medical device design as well as statistical researchers in the field will benefit from this book

**Six**

**Sigma on a Budget: Achieving More with Less Using the Principles of Six Sigma** Warren Brussee, 2010-06-11 All the value of six sigma Immediate results now available without the overhead In today's economy organizations need to improve quality solve problems and increase efficiencies on the fly and Six Sigma has proven its worth to large and small companies around the world in all these areas Written by a leading Six Sigma expert Warren Brussee Six Sigma on a Budget explains how you can use the principles of Six Sigma to see immediate results all without expensive consultants or disruptive classes

Exclusive features of Six Sigma on a Budget Written in plain English it delivers huge benefits to anyone who's learned high school math and Microsoft Excel Can be implemented by managers or individuals without additional staff in virtually any type of business Teaches all Six Sigma and Lean Six Sigma skills to give you knowledge equivalent to a traditionally trained Six Sigma green belt Includes case studies formulas glossary quick tips and other at a glance aids From the basics to more advanced strategies the invaluable skills in Six Sigma on a Budget help you get great results with a limited investment of time and money Warren Brussee was an engineer and plant manager at General Electric for 33 years He is the holder of multiple patents for his Six Sigma work and is the author of numerous Six Sigma books including Statistics for Six Sigma Made Easy and All About Six Sigma He lives in Columbia SC

**Handbook of Human Factors and Ergonomics in Health Care and Patient Safety, Second Edition** Pascale Carayon, 2011-11-09 The first edition of Handbook of Human Factors and Ergonomics in Health Care and Patient Safety took the medical and ergonomics communities by storm with in depth coverage of human factors and ergonomics research concepts theories models methods and interventions and how they can be applied in health care Other books focus on particular human factors and ergonomics issues such as human error or design of medical devices or a specific application such as emergency medicine This book draws on both areas to provide a compendium of human factors and ergonomics issues relevant to health care and patient safety The second edition takes a more practical approach with coverage of methods interventions and applications and a greater range of domains such as medication safety surgery anesthesia and infection prevention New topics include work schedules error recovery telemedicine workflow analysis simulation health information technology development and design patient safety management Reflecting developments and advances in the five years since the first edition the book explores medical technology and telemedicine and puts a special emphasis on the contributions of human factors and ergonomics to the improvement of patient safety and quality of care In order to take patient safety to the next level collaboration between human factors professionals and health care providers must occur This book brings both groups closer to achieving that goal

*E-Health and Telemedicine: Concepts, Methodologies, Tools, and Applications* Management Association, Information

Resources, 2015-09-23 Advances in medical technology increase both the efficacy and efficiency of medical practice and mobile technologies enable modern doctors and nurses to treat patients remotely from anywhere in the world This technology raises issues of quality of care and medical ethics which must be addressed E Health and Telemedicine Concepts Methodologies Tools and Applications explores recent advances in mobile medicine and how this technology impacts modern medical care Three volumes of comprehensive coverage on crucial topics in wireless technologies for enhanced medical care make this multi volume publication a critical reference source for doctors nurse practitioners hospital administrators and researchers and academics in all areas of the medical field This seminal publication features comprehensive chapters on all aspects of e health and telemedicine including implementation strategies use cases in cardiology infectious diseases and

cytology among others care of individuals with autism spectrum disorders and medical image analysis

**Performance Improvement for Healthcare: Leading Change with Lean, Six Sigma, and Constraints Management** Bahadir Inozu, Dan Chauncey, Vickie Kamataris, Charles Mount, NOVACES, LLC, 2011-10-13 PROVEN STRATEGIES FOR REVOLUTIONIZING HEALTHCARE SYSTEMS If I had to sum up this book in one word the word would be brilliant This is one of the most insightful books on TOC not just for healthcare that I have ever read BOB SPROULL author of The Ultimate Improvement Cycle Maximizing Profits through the Integration of Lean Six Sigma and the Theory of Constraints Performance Improvement for Healthcare Leading Change with Lean Six Sigma and Constraints Management lays out an integrated approach for using three industrially based methods to transform hospital operations in terms of patient outcomes and experience financial viability and employee satisfaction This pioneering guide presents a scalable strategy for managing bottlenecks eliminating waste reducing errors and containing costs in healthcare organizations as well as sustaining the gains achieved Real world case studies illustrate successful performance improvement implementations that have realized breakthrough operational and financial results COVERAGE INCLUDES Constraints Management applications in healthcare The NOVACES SystemCPI an integrated performance improvement deployment approach Three part assessment strategic gap analysis system level value stream analysis and system constraint analysis Planning a performance improvement program deployment to ensure timely and consistent execution Applying the right tool to the right problem from a system perspective Sustaining gains achieved by the performance improvement team Defining a path to self sufficiency

*The Manager's Guide to Six Sigma in Healthcare* Robert D. Barry, Amy C. Smith, 2005-06-30 Six Sigma reinforces current developments in healthcare management evidence based medicine service line management and magnet nursing Six Sigma fits the real healthcare world dealing with manual tasks and the exceptional needs of patients This book provides guidance to an organizational strategy that attains and sustains results It explains how to use in hand data to improve patient safety patient service and patient care for data informed decision making A section is also included on finite capacity scheduling models a key issue in hospital productivity improvement It is the first book made with strictly management in mind organized for quick and easy reference Each topic starts with a check list and follows with additional information in increasing detail The practical tips and tools included are made to be immediately applicable

*Nursing Now* Joseph T. Catalano, 2019-10-08 Be prepared for the rapidly changing world of nursing The thoroughly revised and updated 8th Edition of this popular text examines the important issues and trends shaping the nursing profession today Explore the evolution and history of nursing and examine the impact of healthcare reform and the legal system as they apply to nursing practice

*Advances in Industrial and Production Engineering* Rakesh Kumar Phandey, K. Mathiyazhagan, Ravinder Kumar, J. Paulo Davim, 2021-02-17 This book comprises the select proceedings of the 2nd International Conference on Future Learning Aspects of Mechanical Engineering FLAME 2020 In particular this volume discusses different topics of industrial and production engineering such

as sustainable manufacturing processes logistics Industry 4.0 practices circular economy lean six sigma agile manufacturing additive manufacturing IoT and Big Data in manufacturing 3D printing simulation manufacturing management and automation surface roughness multi objective optimization and modelling for production processes developments in casting welding machining and machine tools The contents of this book will be useful for researchers as well as industry professionals

*Lean Six Sigma for the Healthcare Enterprise* Sandra L. Furterer, 2012 Based on the editor's experience developing and deploying the Enterprise Performance Excellence EPE program at Holy Cross Hospital in Fort Lauderdale Florida Lean Six Sigma for the Healthcare Enterprise Methods Tools and Applications details real world Lean Six Sigma tools and DMAIC problem solving methodologies that can improve the healthcare industry A detailed description of how to apply Lean Six Sigma in the healthcare industry the book describes the Enterprise Performance Excellence Improvement methodology which provides an enterprise wide prioritization and value chain view of healthcare The book offers real world healthcare applications that show significant results on throughput capacity operational and financial performance and detailed examples of how Lean Six Sigma tools were applied These examples demonstrate Six Sigma DMAIC and EPE problem solving approaches to healthcare and physician medical practices With case studies that illustrate how the tools integrate to improve the processes and eliminate root causes of problems the book covers Pareto analysis Cause and effect analysis Failure mode and effects analysis Statistical process control SIPOC Process flowcharts Project management tools Lean tools such as 5S 8 wastes and 5 Whys Theory of Constraints bottleneck reduction and systems thinking The case studies include a wide variety of processes and problems including emergency department throughput improvement OR case on time starts and turnaround applying 5S to improve hospital department organization diagnostic testing process improvement linen loss reduction and sepsis protocol design The book presents a step by step walk through of real world Lean Six Sigma projects that healthcare providers struggling with shrinking revenues and rising costs can use to improve operations

Quality Function Deployment and Lean Six Sigma Applications in Public Health Grace L. Duffy, John W. Moran, 2010-01-27 The public health industry has recognized the value of continuous improvement Quality Improvement QI teams are engaged across the country in identifying root causes of the issues which prevent us from providing the best public health services to communities and individuals The tools of quality when used effectively will truly make a difference in the public's health It is time to take a more advanced approach for cross functional and long term improvements that will achieve the systems level results the public deserves The purpose of this book is to introduce the concepts embedded in Quality Function Deployment QFD and Lean Six Sigma to help Public Health professionals in their implementation of quality improvement within their agencies The tools and techniques of QFD and Lean Six Sigma can help problem solving teams by providing insight into customer needs and wants the design and development of customer centric processes and mapping value streams Both QFD and Lean Six Sigma focus on doing the most with the resources we have The methods in this text are the next step to harness

the energy enthusiasm hard work and dedication of our public health workforce to make a lasting difference By effectively expanding the use of QI tools and techniques we can and will improve our nation s health and the health of the many communities we serve

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