

EXECUTIVE SEMINAR & WORKSHOPS



# ADVANCING **LEAN** in Healthcare

Take your organization to the next level



2010  
February 17-18  
Charlotte, NC

**Early Bird  
Discount:  
40% off when  
you register by  
December 31st**

To register online: [ValuMetrixEvents.com](http://ValuMetrixEvents.com)

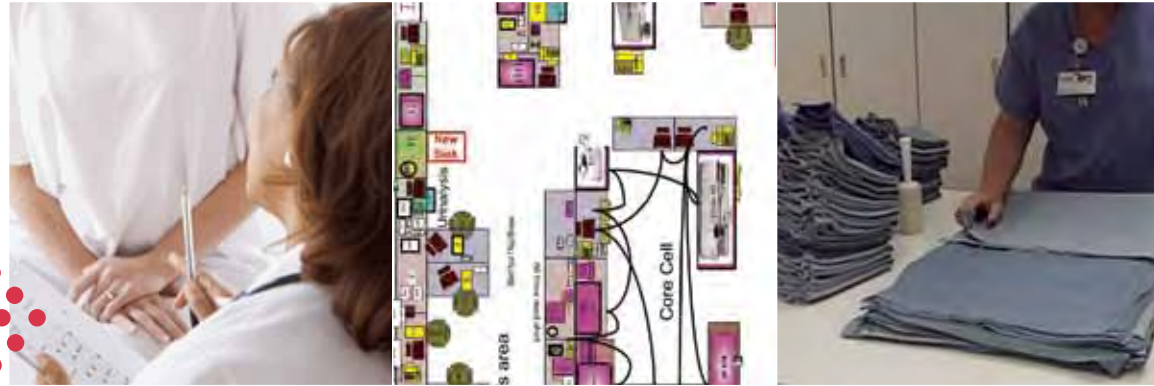
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SERVICES



February 17-18, 2010  
Charlotte, NC

# ADVANCING **LEAN** in Healthcare



## **TAKE YOUR ORGANIZATION TO THE NEXT LEVEL WITH LEAN**

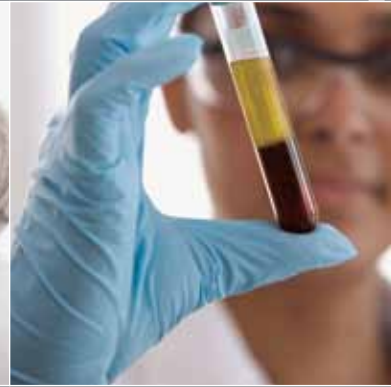
At no other time has it been so critical to implement continuous improvement in healthcare operations. Join us to hear how organizations across North America are transforming their operations with Lean.

Enrich your process improvement initiatives with new ideas, new tools and new energy. You'll hear from recognized experts, exchange practical tips with fellow professionals and advance your knowledge with in-depth workshops.

Whether you are just getting started with Lean or are well along the path of your Lean journey, these two days will provide strategies and techniques you can put to practical use:

- Hear how leaders drive continuous improvement
- Gain insight from healthcare professionals who have implemented Lean
- Advance your knowledge and skills with practical tools for effective Lean implementation

enhance excellence ••• improve your process ••• increase productivity



## PEER-TO-PEER PRESENTATIONS

Hearing directly from peers with real-world experience is a powerful way to increase your understanding of Lean. Learn from executives of leading organizations, as they share lessons learned, best practices, and future plans.

## SKILL-BUILDING WORKSHOPS

Learn proven, practical ways to apply Process Excellence to your enterprise. Each workshop leader brings a depth and breadth of experience from years of applying Lean to healthcare settings. Take your own Lean expertise to a higher level.

## NETWORKING AND MORE...

Take part in unhurried discussions with presenters and peers at lunch and at our evening reception. One of the many benefits of this event is the opportunity to build new learning relationships with healthcare professionals who are happy to share their personal experience and Lean best practices.

••• reduce errors ••• eliminate waste ••• improve staff satisfaction ••• achieve sustainable gains

## Dale Hershfield, MBA

Six Sigma Black Belt  
Senior Consultant, ValuMetrix® Services  
Ortho Clinical Diagnostics  
a Johnson & Johnson company

## KEYNOTE SPEAKER



Dale is a results-focused process improvement leader with broad experience in Lean principles, change management, strategy deployment and continuous improvement. He has over 20 years of experience partnering with leadership teams — engaging staff at all levels to achieve shared goals and deliver improved performance.

Prior to joining ValuMetrix® Services, he held positions with Kimberly-Clark Corporation, Hewlett-Packard Company and KI. Dale has successfully applied Lean principles in diverse settings, including healthcare, consumer goods manufacturing, industrial chemical production, distribution materials planning, and furniture manufacturing. He also has over 10 years of experience with Baldrige-based improvement approaches, including roles as applicant, examiner, and state program judge. Dale is a featured author and speaker on Lean and performance improvement topics.

Dale received a bachelor's of science degree in industrial engineering from the University of Wisconsin-Madison and a master's degree in business administration from the University of Chicago Booth School of Business.

# KEYNOTE

## Lean Leadership — Purpose and Passion

Lean transformation requires effective leadership at all levels of the organization. To cultivate a Lean environment, changes to key behaviors of leaders is as essential as changes to front-line work practices. Although the emphasis is different for leaders at different levels in the organization, the elements are consistent. Leadership actions provide both the call to action and the support infrastructure to secure and sustain transformational changes.

This session will provide insights into the role of Lean leaders and the personal actions you can take to strengthen your organization's Lean implementation. We will frame our discussion around a three-part Lean Leadership Model that encompasses the Lean improvement system, management support structures, and organizational culture and capabilities. We will examine tangible approaches that leaders can apply to probe the underlying drivers of existing performance and realize a compelling course of action for organizational learning and transformation.

# PEER-TO-PEER PRESENTATIONS

## **Making Lean Happen — A Cultural Transformation**

**CASE STUDY:** Children's Medical Center, Dallas, Texas

Children's Medical Center Dallas is in pursuit of a sustainable Lean culture. Their journey began in the laboratory\* and has expanded to radiology and pharmacy. Mr. Adams and Dr. Lee will review the catalysts for Lean, results achieved and ways Lean has been integrated into leadership practices.



**Jim Adams, MS, MT(ASCP)**  
Senior Director  
Children's Medical Center



**Brett D. Lee, PhD, FACHE**  
Vice President, Children's Medical Center  
Author of "Growing Leaders in Healthcare:  
Lessons From the Corporate World"  
(Health Administration Press, 2009)

*\*In April 2009, MLO (Medical Laboratory Observer) named the Children's Medical Center "Lab Management - Lab of the Year 2009" for their competence in eight key areas: customer service, productivity, efficiency, quality control, creativity, contribution to patient care, innovation and lab inspection scores.*

## **Lean at Work— Achieving Excellence**

**CASE STUDY:** Riverside HealthCare, Kankakee, Illinois

Riverside Medical Center is one of Thomson Healthcare's 100 Top Hospitals®. The award recognizes hospitals that have achieved excellence in clinical outcomes, patient safety, financial performance, and efficiency. Ms. Warren will share why Riverside adopted Lean, how their journey began in 2006, project specifics, results, and how Lean has become an integral part of the Riverside culture.



**Lori Warren, R.Ph.**  
Pharmacy Operations Manager  
Riverside Medical Center

Register today. Space is limited.  
Visit [ValuMetrixEvents.com](http://ValuMetrixEvents.com)



# WORKSHOPS

## 1 Value Stream Mapping: Designing Flow with Value Stream Mapping

Organizations realize the most dramatic benefits of Lean when complete functional work streams and care delivery pathways are transformed using Lean principles. While many hospitals achieve success with Lean in individual work areas, they are challenged to unite these “islands of Lean” into complete Lean value streams. Value stream mapping offers a framework to visualize, design, communicate and realize Lean work streams and care pathways.

In this session we will use hospital examples to explore the fundamentals of value stream mapping. Value stream maps have unique features that provide uncommon operational insights, often enabling people to see opportunities for improvement that have not been apparent before. The value stream mapping approach includes design principles that assist you in structuring an improved work flow. The maps themselves are an effective way to communicate the case for change within your organization and track the progress of your journey.



**Dale Hershfield, MBA**  
Six Sigma Black Belt  
Senior Consultant  
ValuMetrix® Services

Register online at [ValuMetrixEvents.com](https://www.valumetrix.com)

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## Lean Maturity Model: Roadmap and Assessment Tool

A Lean journey proceeds through several distinct levels, beginning with Stabilization and proceeding through Standardization, which empowers your organization with an integrated and sustainable improvement model.

As employees develop a deeper understanding of Lean philosophies and practices, your organization can deploy new methodologies to achieve its next level of continuous improvement.

In this session you will learn about a Lean Maturity Model and how to assess your current level on the maturity continuum. This model will serve as a roadmap that will propel your organization forward toward operational excellence.



**Norka Saldaña, PhD**  
Six Sigma Master Black Belt  
Senior Consultant  
ValuMetrix® Services

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## A3: Problem Solving Tool

There are many tools available for Lean Managers to use to improve a process. But often times it is difficult to select the appropriate one because the issue is not clearly defined. This leaves managers asking “What tool is the most appropriate? How do I communicate the need for this process change?”

This interactive workshop addresses these questions and teaches the participant how to fully utilize A3 in their Lean journey. Participants should come prepared to discuss a specific process issue they are trying to solve.

### Specific Workshop Objectives:

1. Understand the role of A3 in the Lean journey
2. Understand the different applications of A3 in an organization
3. A3 Thinking
4. Complete an A3 Report



**Dan Littlefield, R.Ph., MBA**  
Senior Consultant  
ValuMetrix® Services

# WORKSHOPS

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## Change Management: Building Acceptance for a Lean Way of Working

To ensure that your new, Lean way of working responds to your organization's requirements and values, it is critical to engage your staff in its development and implementation. Yet, the reaction of your staff to the changes Lean will bring can take the form of resistance to change and can create barriers to sustaining successful improvements. This session explores practical tools and techniques to build acceptance and create a positive environment for change.



**Dale Hershfield, MBA**  
Six Sigma Black Belt  
Senior Consultant  
ValuMetrix® Services

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## 5S – Your First Steps to Recovering Space and Eliminating Waste

Disorganization and clutter are major impediments to a smooth process flow. 5S (Sort, Set in Order, Shine, Standardize and Sustain) is a simple but highly effective Lean tool for creating a visual work environment that leads to better workplace organization, more efficient use of space, and general cleanliness.

Unfortunately, many organizations apply the first 3 S's only, ignoring the importance of Standardize and Sustain. As a result, they fail to achieve the full benefits of this tool.

This workshop will review the importance of each "S" and provide strategies for implementing all five components for optimal results.



**Norka Saldaña, PhD**  
Six Sigma Master Black Belt  
Senior Consultant  
ValuMetrix® Services

Register online at [ValuMetrixEvents.com](https://www.valumetrix.com/events)

# PROGRAM

Wednesday, February 17 7:45 AM to 4:30 PM

**Registration & Breakfast** (7:15 AM)

**Keynote**

**Peer to Peer Presentations**

**Networking Lunch**

**Workshops\* - Session A**

- Change Management
- or Lean Maturity

**Panel discussion**

**Networking reception** (6:00 - 7:30 PM)

Thursday, February 18 8:00 AM to 3:30 PM

**Workshops\* - Sessions B, C & D**

- Change Management
- Lean Maturity
- Value Stream Mapping
- A3
- S5

\* Attendees will have an opportunity to participate in 4 of the 5 workshops offered.

# VENUE



The Westin Charlotte  
601 South College Street  
Charlotte, NC 28202  
704-375-2600

North Carolina's largest city, Charlotte is a dynamic hub of education, cultural institutions, historical attractions, world-class dining, exciting nightlife and acclaimed shopping.

## Area Airport

Charlotte Douglas International Airport (7 miles)  
Taxi: \$25 USD

**Hotel Parking:** \$25/day valet; \$18/day self-park

## Hotel Reservations

A special group rate of \$159 will be offered until February 2, 2010. To receive this rate contact the hotel directly and ask for the Johnson & Johnson rate. The rooms are held for the nights of February 16-17, with the sessions taking place on February 17-18.



# REGISTRATION

## THREE WAYS TO PARTICIPATE

- **Full Program**

includes Keynote, Peer-to-Peer Presentations, and four Skill-Building Workshops

- **One Day Program**

includes Keynote, Peer-to-Peer Presentations, and one Skill-Building Workshop

- **Workshops only**

includes three Skill-Building Workshops

## Who should attend?

This forum is specially designed for senior healthcare executives such as CEOs, COOs, CFOs, VPs of Ancillary Services, Directors of Surgical Services, Emergency Department, Pharmacy and Laboratory Services.

Many organizations attend this program as a team. Team participation maximizes the learning experience, helps forge a group commitment to organization objectives, and increases your ability to bring about positive change.

## General Information

**Cancellation Policy:** Cancellations made less than 5 business days prior to the program start date are subject to a \$150 cancellation fee.

**Contact:** Mary Lombard, Registration Coordinator  
1-732-648-1184 | Email: mlombar@its.jnj.com

## Fees

Registration fee includes session materials, continental breakfast, lunch and networking reception.

### Super Early Bird Registration by December 31st – **SAVE 40%**

- Full Event (Feb 17 & 18) **\$597**
- One Day Program (Feb 17 only) **\$354**
- Workshops (Feb 18 only) **\$354**

### Early Bird Registration by January 10 – **SAVE 25%**

- Full Event (Feb 17 & 18) **\$746**
- One Day Program (Feb 17 only) **\$443**
- Workshops (Feb 18 only) **\$443**

### Standard Registration Final Deadline: **February 2, 2010**

- Full Event (Feb 17 & 18) **\$995**
- One Day Program (Feb 17 only) **\$590**
- Workshops (Feb 18 only) **\$590**

# REGISTRATION FORM Charlotte, NC • February 2010

Act now. Registrations are accepted in the order received. Copy form for additional registrants.

Name \_\_\_\_\_

Title \_\_\_\_\_

Organization \_\_\_\_\_

Street Address \_\_\_\_\_

City \_\_\_\_\_ State \_\_\_\_\_ Zip \_\_\_\_\_

Phone \_\_\_\_\_ Fax \_\_\_\_\_

Email \_\_\_\_\_

## Registration Category Select one.

	<b>Super Early Bird By December 31</b>	<b>Early Bird By January 10</b>	<b>Standard By February 2</b>
Full Event (Feb. 17 & 18)	<input type="checkbox"/> \$597	<input type="checkbox"/> \$746	<input type="checkbox"/> \$995
One-day Program (Feb. 17 only)	<input type="checkbox"/> \$354	<input type="checkbox"/> \$443	<input type="checkbox"/> \$590
Workshops (Feb. 18 only)	<input type="checkbox"/> \$354	<input type="checkbox"/> \$443	<input type="checkbox"/> \$590
Payment Amount:			

## Concurrent Workshops Please indicate the workshops you wish to attend.

<b>Wed., February 17</b> <small>Select one:</small>	<b>Thurs., February 18</b> <small>Select three:</small>
<input type="checkbox"/> Change Management	<input type="checkbox"/> Change Management
<input type="checkbox"/> Lean Maturity	<input type="checkbox"/> Lean Maturity
	<input type="checkbox"/> Value Stream Mapping
	<input type="checkbox"/> A3
	<input type="checkbox"/> 5S



## Payment

- Check:**  
Mail payment to: Ortho-Clinical Diagnostics, Inc.  
9706 Royal Colony Drive  
Waxhaw, NC 28173  
Attention: Mary Lombard
- Credit Card:**  
To pay by credit card please enroll online:  
visit [ValuMetrixEvents.com](http://ValuMetrixEvents.com)
- Please invoice institution.**  
Purchase Order #: \_\_\_\_\_

## Meals

Breakfast, Lunch and Wednesday evening Reception are included in the registration fee.

Special Dietary Requirements: \_\_\_\_\_

Space is limited. Register early and save!  
Final Registration Deadline: February 2, 2010

Fax to 832-747-6790  
or register online:  
[ValuMetrixEvents.com](http://ValuMetrixEvents.com)