Leading Organizational Change
The Experience of North Shore-LIJ Health System

Alan Cooper
Vice President
Learning and Innovation
Introduction and Background

North Shore-LIJ Health System Service Area

125 Miles

Total Population
5.4 Million

2003 Patient Origin

- Queens: 26%
- Nassau: 26%
- Suffolk: 21%
- Richmond: 15%
- All Other: 12%

Source: QM Database and U.S. Census Bureau
# Key Operating Characteristics – Summary

**What we are**
- 4,840 Hospital & Nursing Home Beds
  - 3 Tertiary Care Hospitals
  - 2 Specialty Care Hospitals
  - 9 Community Hospitals
  - 2 Long-Term Care Facilities
  - 3 Regional Trauma Centers
  - 2 Area Trauma Centers
  - 1 Burn Center
- 7 Coordinated Home Health Agencies
- Research Institute
- Core Laboratory
- Center for Emergency Services

**Who we are**
- 32,000 FTE Employees
  - 7,000 Nursing Professionals
- 5,000 Active Physicians & Dentists
  - 800 Full-time
- 4,125 Volunteers & Auxiliary
- 1,200 Residents & Fellows in 89 Accredited Programs
- 1,300 Medical Student Rotations from 5 Medical Schools

Source: Internal Operating Statistics; Owned & Sponsored Hospitals Only; Active Physicians are physicians who had 1 more discharge in 2002.
System-wide Managerial & Clinical Integration

- Consolidated Management
- Single Clinical Leadership for Clinical Service Lines
- Single Point of Contact Managed Care
- Centralized Core Laboratory Services
- Single Quality Improvement Program
- Center for Learning & Innovation
- Successful System-wide Approach to Nursing Recruitment and Retention
The Forces Of Change

• A shift in social demographic characteristics
• A revolution in medical technology
• Change in medical delivery models
• Consumer driven marketplace
• Finance/Reimbursement
• Workforce shortages
• The New employee deal
The New Employee Deal

• Working in teams
• Ongoing learning opportunities
• Challenging job assignments
• Continuous feedback
• Recognition & reward

From Peter Cappelli. The New Deal at Work. Boston: Massachusetts. 1999
• Align with the rapidly changing environment

• Paradigm shift in organizational models needed to occur
Traditional Healthcare Models

- Hierarchal
- Slow
- Inwardly Focused
- Reactive
Emerging Organization’s Model

• Flat
• Nimble/Flexible
• Customer-centered
• Pro-active
The Question Becomes......

- How do we become aligned with this new environment?
- What are the Human Capital requirements essential for organizational success?
North Shore LIJ THE ROAD AHEAD...

VISION

SERVICE EXCELLENCE

QUALITY

OPERATIONAL PERFORMANCE

COMMUNITY HEALTH & ADVOCACY

PHYSICIAN PARTNERSHIPS

WORKFORCE DEVELOPMENT

RESEARCH

EDUCATION
Aligning The Organization For Success

Strategic Goals

Results

People

Strategic Organizational Learning

Learning

Alignment
Creating a world class “Learning Organization”
A Learning Organization......

Emphasizes increased adaptability to the accelerating pace of change that is occurring
Key Drivers

• Team identified critical to quality key drivers and designed a framework for program content and implementation in support of the Health System’s 2002-2006 strategic plan

• The Center will be market driven and adapt in response to the healthcare environment and the Health System’s needs

• The learning strategy will support the business imperatives of the Health System
Learning Not Training……

• Short-term focus

• Done by others

• No link to business results

• Assumes relative stability
THE **POWER** OF LEARNING

- Drives cultural change
- Internally driven by learner
- Aligns employee behavior with organizational goals and objectives
- Assumes a rapidly changing environment
Learning Organization…

“The organizations that will truly excel in the future will be those that discover how to tap into people’s commitment and capacity to learn at all levels of an organization.”

(P. Senge 1990)
Another Fad?

Reengineering

Quality Circles

MBO

MBWA

Peak Performance

Learning Organizations?

TQM
Building Blocks Of A Learning Organization

• Personal Mastery
• Mental Modeling
• Socialization

• Team Learning
• Systems Thinking
• Building a Shared Vision
Personal Mastery

• The discipline of continually clarifying and deepening our personal vision, of focusing our energies, of developing patience, and of seeing reality objectively

• Internalizes learning

• Commits one to life long learning
Mental Models

• Deeply ingrained assumptions, generalizations, or even pictures or images that influence how we understand the world and how we take action

• Assumptions must be examined and challenged for a change in belief system to occur
Team Learning

- Team learning starts with "dialogue," the capacity of members of a team to suspend assumptions and enter into a genuine "thinking together"

- Team learning involves mastering the practices of dialogue and discussion

- Team members can challenge their own and others' assumptions comfortably and safely
Systems Thinking

• Focusing on underlying trends and forces of change

• Seeing interrelationships and processes, not linear cause-effect chains and snapshots

• Outcomes are produced by the systems that are in place
Building Shared Vision vs. An Imposed Vision

- Bringing together individual visions to create a common, shared vision that fosters genuine commitment and enrollment rather than compliance
Socialization

The role of socialability in learning:

• Learning is a social encounter

• Knowledge sharing among peers

• Communities of practice; best practice sharing

• Relationship building

• Moving knowledge through the organization
The Center For Learning And Innovation

- Health System’s corporate university
- Corporate partnership with G.E. and Harvard University
- A vehicle for Strategic Organizational Learning
The Center’s Objectives

• Build a first class organization of continuous learning

• Develop Human Capital necessary to support the strategic business goals and objectives of the North Shore-LIJ Health System

• Invest in and develop a cadre of leaders at all levels throughout the organization

• Create and promote a system culture dedicated to excellence, innovation, teamwork, and continuous change
Becoming a More Responsive Organization…

Traditional

Top Down

Leadership

- Directing
- Controlling
- Decision-making
- Change initiating
- “Turf”

Bottom Up

Ideal

Top Down

Leadership

- Guiding
- Leading
- Communicating vision
- Developing Strategy

Employees

- Group decision making
- Disciplined problem-solving
- Change initiation
- Empowered cross functional teams and individuals
Firing Up The Front Line

- Six Sigma Methodology
- Fast Track Decision-Making
- Change Acceleration Process
IT’S NOT JUST ABOUT 6 SIGMA:

- Team Learning
- Socialization
- Personal Mastery
- Systems Thinking
- Fast Track Decision-making
- Change Acceleration Process
- Building Shared Vision
- Mental Modeling

* G.E.s Workout®
Fast Track Decision-Making is:

- A catalyst for change
- A focus on process
- A corporate-wide strategic initiative to promote productivity
- A process to drive improvement
- An opportunity to empower people
- Results Based - Decisions/Accountability/Follow-up
On The Dashboard

We should all be familiar with “the NS-LIJ dashboard”.
What are the reasons for doing the project? Do they support our strategic goals?
What significant business imperatives / issues will this project impact?
How does this project: enable business transformation to be achieved?
    improve their change / leadership skills & personal development?
    enable others to accept change?
### RAMMPP Matrix

**Tool:** The RAMMPP Matrix is used to identify work (bureaucracy) which might potentially be eliminated

<table>
<thead>
<tr>
<th>Reports</th>
<th>Ask “Could it be…”</th>
</tr>
</thead>
<tbody>
<tr>
<td>Approvals</td>
<td>• Eliminated?</td>
</tr>
<tr>
<td>Meetings</td>
<td>• Partially eliminated?</td>
</tr>
<tr>
<td>Measures</td>
<td>• Delegated downward?</td>
</tr>
<tr>
<td>Policies</td>
<td>• Done less often</td>
</tr>
<tr>
<td>Practices</td>
<td>• Done in a less complicated or time consuming manner?</td>
</tr>
<tr>
<td>Other</td>
<td>• Done using a more productive technology? (e.g., Web-enabled)</td>
</tr>
</tbody>
</table>

|-------------------------|-----------------------------|-------------------------|------------------------|--------------------------|

**Uses:**

- Identifying bureaucracy in an organization or a process
- Identifying productivity improvements
- Evaluating a process for non-value-added steps
- Looking for bottlenecks and unnecessary handoffs (e.g., many approvals, handoff requires a meeting)
- Evaluating potential solutions in order to find quick hits
# Priority / Payoff Matrix

**Process:**
- This grid can be used after brainstorming to array and analyze ideas, or it can be used before brainstorming as an organization tool to guide the group’s thinking.
- The term Payoff Matrix is used when the 2x2 represent benefit of the change vs. ease of implementation.
- It is sometimes fun to label each of the boxes.
- One of the most useful aspects of these tools is that they can help the group save valuable time by not chasing ideas that have little payoff (in this example, “low payoff and hard to change” is obviously not worth the effort).

<table>
<thead>
<tr>
<th>Payoff / Benefit</th>
<th>Effort</th>
</tr>
</thead>
<tbody>
<tr>
<td>High</td>
<td>Easy</td>
</tr>
<tr>
<td></td>
<td>“Jewels”</td>
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<tr>
<td></td>
<td>“High-Hards”</td>
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<tr>
<td>Low</td>
<td>Difficult</td>
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<tr>
<td></td>
<td>“Low Hanging Fruit”</td>
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<tr>
<td></td>
<td>DROP</td>
</tr>
</tbody>
</table>

**Examples:**
- **“Jewels”:** High payoff and easy to implement.
- **“High-Hards”:** High payoff but difficult to implement.
- **“Low Hanging Fruit”:** Low payoff and easy to implement.
- **DROP:** Low payoff and difficult to implement.
Force Field Analysis

**Tool:** Force-field analysis helps display those forces which help you and those which hinder you for closing the gap between where you are now and where you want to be.

<table>
<thead>
<tr>
<th>Helping</th>
<th>Hindering</th>
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<tbody>
<tr>
<td>![Arrow Symbol]</td>
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<td>![Arrow Symbol]</td>
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<td>![Arrow Symbol]</td>
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</tbody>
</table>

**Uses:**

- Force-field analysis is used in
  - Problem solving to display data about causes
  - Problem solving to generate potential solutions
- Force-field analysis can help us make changes for:
  - Forcing us to think together about all facets of a desired change, thereby encouraging creative thinking
  - Helping us to come to a consensus about the relative priority of factors on each side of the sheet
  - Providing a starting point for action
  - Identifying actions that could prevent obstacles to our objectives happening
Change Acceleration Process

*CAP is a philosophy and tool set to:*

- Create a Shared Need
- Shape the Vision
- Mobilize Commitment
- Make Change Last
- Monitor Progress

*A Culture Change Process Integral to Six Sigma Success*
Creating a Shared Need

Creating a shared need produces the “WAKE UP CALL”, building early momentum for the change initiative.
Visions provide direction and motivation for change

Identifies a view of the future state that is:

- Customer focused
- Not just one person’s dream
- Challenging
- Evolving, not static
- Easy to understand
- Behavioral & actionable
It’s ______ from now, your team/project has been successful. Find words to describe what you would see, hear, feel as you observe key stakeholders functioning in the new, changed state.
Mobilizing Commitment and Making Change Last

- Moving through Resistance
- Stakeholder/Analysis and Influence Strategy
# Stakeholder Analysis and Influence Strategy

<table>
<thead>
<tr>
<th>Name</th>
<th>Strongly Against</th>
<th>Moderately Against</th>
<th>Neutral</th>
<th>Moderately Supportive</th>
<th>Strongly Supportive</th>
<th>Issues / Concerns</th>
<th>&quot;Wins&quot;</th>
<th>Influence Strategy-What</th>
<th>Who</th>
<th>When</th>
</tr>
</thead>
</table>

Can Help Influence Those Less Positive
Stakeholder Analysis

**Tool:** Stakeholder Analysis – This tool helps the team answer these questions: “Who are the key stakeholders?”, “Where do they currently stand on the issues associated with this change initiative?” and “Where do we need them to be in terms of their level of support?” This tool assumes that 1. A “critical mass” is essential for launching and then accelerating the change effort 2. Some stakeholders can be moved to a higher level of support, and 3. Some may only need to be “neutral” for the change to have a chance.

<table>
<thead>
<tr>
<th>Names or Group</th>
<th>Strongly Against*</th>
<th>Moderately Against*</th>
<th>Neutral*</th>
<th>Moderately Supportive*</th>
<th>Strongly Supportive*</th>
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**Steps:**
1. Plot where individuals currently are with regard to desired change (X=current).
2. Plot where individuals need to be (desired) in order to successfully accomplish desired change identify gaps between current and desired.
3. Indicate how individuals are linked to each other, draw lines to indicate an influence link using an arrow to indicate who influences whom.
4. Plan action steps for closing gaps.

**Uses:** This tool helps team develop a detailed sense of who the key stakeholders are, how they currently feel about the change initiative and the level of support they need to exhibit for the change initiative to have a good chance for success. It also helps the team begin to discover influential relationships and strategies that will be effective for each key stakeholder.
### Monitoring Progress

**Action Plan (WWW)**

<table>
<thead>
<tr>
<th><strong>Tool:</strong></th>
<th>An Action Plan specifies the goals of the intended change, how it will be accomplished, the name(s) of persons responsible and a time frame for completing the change. Additionally, you may want to include a measurement criteria for monitoring process and when follow-up will occur. Action Plans are critical to document and make visually available all action items planned by the team.</th>
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<tbody>
<tr>
<td><strong>Format:</strong></td>
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<td><strong>What:</strong> Action/Commitment</td>
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## Communication Plan

<table>
<thead>
<tr>
<th>Audience</th>
<th>Message (inform, persuade, influence)</th>
<th>Media (written, events, one-on-one, etc.)</th>
<th>Who</th>
<th>When/Where</th>
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Systems of Accountability

Classes for Leaders

• Roles and Responsibilities
• Black belt nominations
• Project Selection → Dashboard
• Executive Sponsorship
Systems of Accountability

CEO Report-Out

• Attended by all Senior Leadership

  - Newly completed projects and past projects

  • Tracking Sustained Change

• Instantis Tracking Program
Six Sigma Financial Tracking

Facility Plans Six Sigma Project

Project Scoping with CLI MBB’s

Define Phase

Measure Phase

Analyze Phase

Improve Phase

Control Phase

Ongoing Project Monitoring
Six Sigma Roles and Responsibilities

- **Executives**
  - Owns vision, direction, integration, results
  - Leads change
- **Project Team Members**
  - Part-time
  - Project-specific
- **All employees**
  - Understand vision
  - Apply concepts to their job and work area
- **Champions**
  - Project owner
  - Implements solutions
  - Agent manager
- **Master Black Belts**
  - Full time
  - Trains and coaches Black Belts
- **Green Belts**
  - Part-time
  - Helps Black Belts
- **Black Belts**
  - Full time
  - Facilitates problem solving
  - Trains and coaches Project Teams
- **All employees**
  - Understand vision
  - Apply concepts to their job and work area
- **Project Team Members**
  - Part-time
  - Project-specific
- **Executives**
  - Owns vision, direction, integration, results
  - Leads change
The Black Belt Experience

**POTENTIAL CANDIDATES**
- Long-term Potential
- Project Mgmt.
- Functional Exp. (2 + yrs.)
- College Degree
- MA/MS+

**TRAINING**
- 4 Weeks of Black Belt Training
- Black Belt Exam
- Facilitation
- Project Mgmt.
- Presentation Skills
- MiniTab, etc.

**PROJECTS**
- Major Process Fix or Process Redesign Efforts
- Change Acceleration Process

**RESULT**
- Strong Cross Functional Candidate
- Excellent...
  - Oral & Written Presentation
  - Analytical
  - Project Mgmt.
  - Tool Application
  - Leadership
  - Team Building SKILLS!
Six Sigma Outcomes

• Six Sigma Institute has graduated: 4 Master Black Belt, 2 Master Change Facilitators, 22 Black Belts, 60 Green Belts, and 439 Change Facilitators

• 40 completed Six Sigma Projects

• 19 projects ongoing
Operational Outcomes

- increased capacity of MRI suite by 66.7% and decreased payment denials
- an 83% decrease in Operating Room hold time
- decreased delays of first case starts in the operating room by 71.8%
- decreased mean length of stay for congestive heart failure patients by 23%

All examples have financial implications for example: decrease in overtime and additional annualized revenue.
The Benefits of

- Workforce Development
- Leadership Development
- Succession Planning
- Workforce is fully engaged and linked to the strategic goals of the North Shore-LIJ Health System
Additional Benefits of

• Increased Efficiency

• Increased Productivity

• Increased Customer Satisfaction

• Increased Accountability at all levels
The Links in the Service-Growth Chain

Cultural Transformation

Creates new mental models and paradigms within the workforce, thereby transforming the organization’s culture.
Transformation Efforts

• Until changes sink deeply into a company’s culture, new approaches are fragile and subject to regression

• Anchoring Change
  – A conscious attempt to show people how the new approaches, behaviors and attitudes have helped improve performance
  – To make sure that the next generation of top management really does personify the new approach
Eight Steps For Creating Change

- Establish a sense of urgency
- Create a guiding coalition
- Develop a vision and strategy
- Communicate the change vision
- Empower broad based action
- Generate short-term wins
- Consolidate gains and produce more change
- Anchor new approaches in the culture

“...that magic moment when an idea, trend, or social behavior crosses a threshold, tips, and spreads like wildfire”

Lessons Learned

- Never underestimate the opposition
- Never underestimate the opposition
- Never underestimate the opposition
Strategic Organizational Learning

- Inseparable from work
- Builds culture and morale
- Transfers Best-Practices across boundaries
- Develops Human Capital
- Drives the organization into the Future

**Future**
The Everlasting Journey

• The transformation into a Learning Organization requires:
  – Vision and leadership by the CEO
  – Fundamental changes in belief systems
  – Timing and patience
  – Strategic organizational learning

**NOT FOR THE FAINT HEARTED**
## SIX SIGMA PROJECTS:

<table>
<thead>
<tr>
<th>Project</th>
<th>Effect</th>
<th>Annual Revenue Increase/Saving</th>
</tr>
</thead>
<tbody>
<tr>
<td>Emergency Department Admission to Transport Time</td>
<td>Decreased the average time from admission to disposition from 124 minutes to 81 minutes (34.7%). Decreased LOWBE from 21 to 16 per month (23.9%)</td>
<td>$20,000 increase revenue from decrease in LWOBE</td>
</tr>
<tr>
<td>Co-payment and Co-Insurance Collection Rates</td>
<td>Increase in collection rate for co-payments and co-insurance for endoscopy and ambulatory surgery cases from 18% to 71%</td>
<td>Financials Pending</td>
</tr>
<tr>
<td>Materials Management Efficiency</td>
<td>Decreased the amount of walk-ins from Nursing units to Materials Management from 161 per month to 80 per month</td>
<td>420 people hours saved</td>
</tr>
<tr>
<td>Nutritional Assessment</td>
<td>Increased compliance of nutritional assessment documentation from 2% to 59%</td>
<td>$26,000 increase in revenue for pilot project</td>
</tr>
<tr>
<td>Operating Room Scheduling</td>
<td>Increased OR scheduling from 410 cases per week to 420 (2.4%)</td>
<td>$500,000 estimated increase in annual revenue</td>
</tr>
<tr>
<td>On-Time Discharges</td>
<td>Moved average discharge time from 2:00 pm to 12:00 pm and increased number of patients discharged by 11:00 am</td>
<td>N/A</td>
</tr>
</tbody>
</table>
## SIX SIGMA PROJECTS:

<table>
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<tr>
<th>Project</th>
<th>Effect</th>
<th>Annual Revenue Increase/Savings</th>
</tr>
</thead>
<tbody>
<tr>
<td>Emergency Department Registration Process</td>
<td>Reduced registration errors (defects) from 55% to 22.7% (58.7% reduction)</td>
<td>$214,000 additional annualized revenue</td>
</tr>
<tr>
<td>Emergency Department Cycle Time</td>
<td>Reduced the average time a patient spent in the Emergency Department by 20%. Reduced LWOBE by over 50% Increased Press-Ganey scores</td>
<td>$24,336 additional annualized revenue</td>
</tr>
<tr>
<td>Emergency Department Laboratory Turn-Around-Time</td>
<td>Decreased the turn-around-time for laboratory tests in the Emergency Department by 37%</td>
<td>N/A</td>
</tr>
<tr>
<td>Operating Room Booking and First Case Start Delay</td>
<td>Increased the usage of block booked time by 34%. Decreased delays of first case starts by 71.8%</td>
<td>$242,482 increase in quarterly revenue ($969,928 annualized)</td>
</tr>
<tr>
<td>Operating Room Turn-Around-Time</td>
<td>Decreased the turn-around-time for the Operating Room by 25%</td>
<td>$775,477 in potential increased annualized revenue and reduced overtime</td>
</tr>
<tr>
<td>Post Anesthesia Care Unit (PACU) Patient Flow</td>
<td>Decreased patient hold time in the PACU by 63.9% resulting in an 83% reduction in Operating Room hold time</td>
<td>$136,000 savings (OT reduction)</td>
</tr>
</tbody>
</table>
### SIX SIGMA PROJECTS:

<table>
<thead>
<tr>
<th>Project</th>
<th>Effect</th>
<th>Annual Revenue Increase/Savings</th>
</tr>
</thead>
<tbody>
<tr>
<td>Call Bell Response Time</td>
<td>Decreased response to patient call bell by 58%, resulting in a 17% increase in patient satisfaction</td>
<td>N/A</td>
</tr>
<tr>
<td>Nuclear Medicine Turn-Around-Time</td>
<td>Decreased the turn-around-time for a stress test by 51.7%. Increasing patient flow and capacity</td>
<td>$33,000 savings (additional revenue pending)</td>
</tr>
<tr>
<td>MRI Turn-Around-Time</td>
<td>Increased capacity of MRI suite 66.7% and decreased payment denials</td>
<td>$104,000 in projected annual revenue (denial data pending)</td>
</tr>
<tr>
<td>Core Laboratory Accessioning</td>
<td>Reduced errors in blood sample accessioning by 20%, allowing a 43% growth in business without the addition of staff</td>
<td>$348,000 in projected increased annual revenue</td>
</tr>
<tr>
<td>Accounts Receivable Days Outstanding</td>
<td>Reduced the days outstanding for accounts receivable by 8.5%</td>
<td>$100,000 per month in increased cash flow</td>
</tr>
<tr>
<td>Length of Stay Reduction for Heart Failure Patients</td>
<td>Decreased Mean Length of Stay by 23%. Increased cardiac patient bed capacity by 112 days. Increased nursing assessment completion rate by 68% (from 50% to 84%)</td>
<td>Variable</td>
</tr>
</tbody>
</table>
## SIX SIGMA PROJECTS:

<table>
<thead>
<tr>
<th>Project</th>
<th>Effect</th>
<th>Annual Revenue Increase/Saving</th>
</tr>
</thead>
<tbody>
<tr>
<td>Emergency Department Door to Discharge Time</td>
<td>Decreased the average door to discharge time by 34%. Increased E.D. bed availability by 55 hours per day.</td>
<td>N/A $162,000 in annualized revenue and cost</td>
</tr>
<tr>
<td>Operating Room Turn-Around-Time-II</td>
<td>Decreased Turn-Around Time by 28%. Decreased Standard Deviation by 52%. Increased O.R. usage by 182 cases.</td>
<td>$487,000 in increased annual net revenue</td>
</tr>
<tr>
<td>F.I.M. Score Accuracy in Acute Inpatient Rehabilitation</td>
<td>Increased F.I.M. accuracy by 55.6%</td>
<td>$562,000 in increased annual net revenue</td>
</tr>
<tr>
<td>Denied Days Reduction</td>
<td>Reduced the average number of denied payment days by 60%</td>
<td>$162,000 in annualized revenue and cost</td>
</tr>
<tr>
<td>Length of Stay Reduction for Pneumonia Patients</td>
<td>Reduced Length of Stay by 12.5% (from 7.7 days to 6.58). Increased bed capacity by 236 days</td>
<td>Variable</td>
</tr>
<tr>
<td>IT Help Desk First Call Resolution</td>
<td>Decreased error rate for first call resolvable problems by 55.7% (from 218,356 DPMO to 96,800 DPMO)</td>
<td>669 People hours</td>
</tr>
</tbody>
</table>
## SIX SIGMA PROJECTS:

<table>
<thead>
<tr>
<th>Project</th>
<th>Effect</th>
<th>Annual Revenue Increase/Saving</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employee Evaluation Compliance</td>
<td>Increased departmental compliance with employee evaluations on average 22.6 points</td>
<td>N/A</td>
</tr>
<tr>
<td>Core Laboratory Automated Lab Error Reduction</td>
<td>Reduced errors by the Automated Lab Analyzers by 48.7% (From 355 DPMO to 182 DPMO)</td>
<td>N/A</td>
</tr>
</tbody>
</table>