

**Jason Lebsack**  
**Manager, Six Sigma**  
**Master Black Belt**

**Frank Pietrantonio**  
**Black Belt**

**Scott Ward**  
**Black Belt**

**“An Outstanding  
Patient Experience.”**  
J.D. Power and Associates



- Formed with the merger of Clarkson Hospital and UNMC's University Hospital in 1997
- 690 Beds
- Tertiary/Quaternary Academic Medical Center
  - \$550 million budget
  - 22,000 inpatient discharges
  - 132,000 patient days
  - 445,000 outpatient visits
- Patients from all 50 states, 42 countries
- JD Power & Associates Distinguished Hospital for Service Excellence (2005)
- National reputation in Cancer Care, Transplantation



**"An Outstanding  
Patient Experience."**  
J.D. Power and Associates

- **Glenn Fosdick hired as CEO**
- **Emphasis on Sustainable Quality**
- **Brings Six Sigma Methodology to The Nebraska Medical Center**



**2002**  
2002  
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- The Nebraska Medical Center contracts with **GE Healthcare**
- Learn/implement Six Sigma
- 5 Black Belts initially trained in DMAIC & LEAN methodologies
- 20 Change Agents Trained in CAP & Work-Out™



**2002**  
2002  


## Six Sigma Program

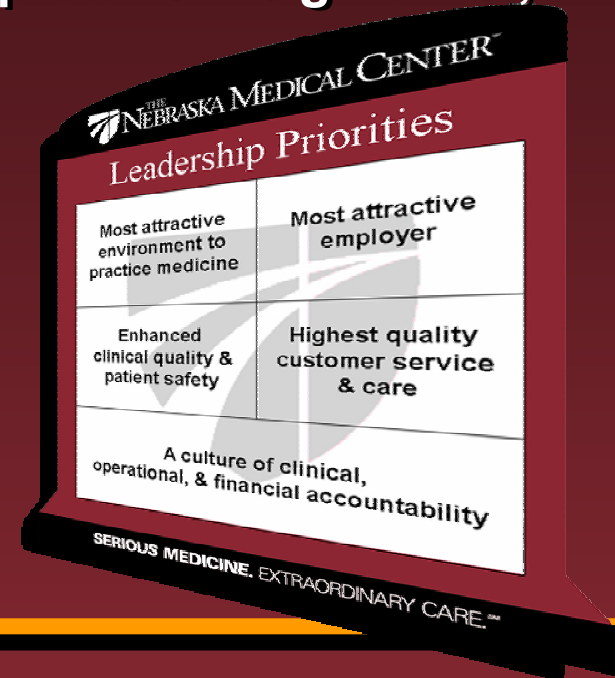
### Help The Nebraska Medical Center

- (1) Achieve measurable, sustained **results** that significantly improve its key processes
- (2) Advance its focus and commitment to **continuous quality improvement**

2002  
2002  
2002



- All Directors & Managers required to complete: Six Sigma Lite, CAP and Work Out Training
- 5 additional Black Belts trained
- Internal Master Black Belts developed
- Balanced Scorecard development begins



2002

2003

- Contract ends with **GE Healthcare**



- First true Follow-on and Translation Projects

- Refinement of project scoping

**Scope**

2002

2003

2004

- Monthly Project Summary Format Revised

- 3<sup>rd</sup> Generation of Projects

- Crew Resource Management initiated



*Life*  **WINGS**

2002

2003

2004

2005

- Leadership change in CQI
- Reorganization of the CQI Division
- Quality Function / Integration with Organizational Learning & Development
- Branding of CQI & Organizational Learning Division to the organization



2002

2003

2004

2005

## Black Belt Selection, Development, and Re-entry

Effective Black Belt Selection, Development, and Re-entry...

- (1) Is critical to maintaining a **Strong Six Sigma Program**
- (2) Supports the organization's **Leadership Development** efforts
- (3) Contributes to **Succession Management** in the organization

2002

2003

2004

2005



Chief Executive Officer

Chief Medical Officer

Director, CQI & Org Learning

Manager, Six Sigma



*Master Black Belts*

**Matt Pospisil**  
 (32mo)  
**Mary Ellen Uphoff**  
 (32mo)

*New Black Belts*

**Brandy Olson** (2mo)  
**Bill Keil** (1mo)

*Black Belts*

**Diana Hakenson** (27mo)  
**Bryan Kenney** (27mo)  
**Jenny Bush** (23mo)  
**Frank Pietrantoni** (9mo)  
**Scott Ward** (9mo)

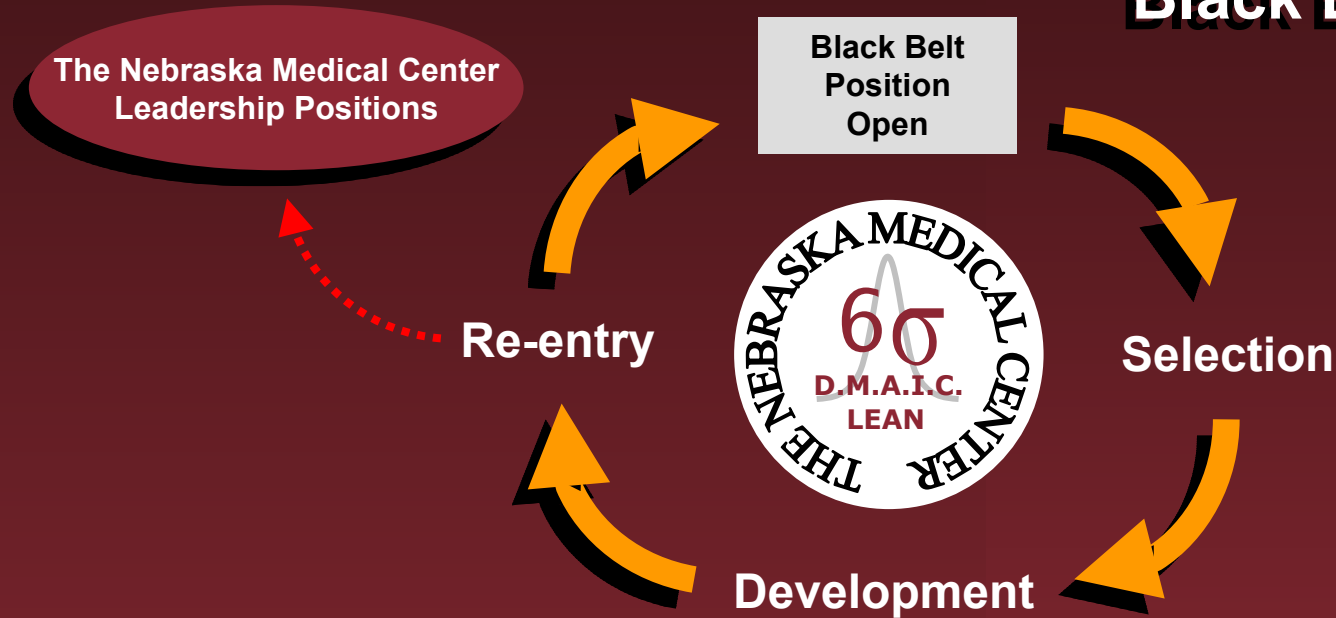
2002

2003

2004

2005

## Black Belt Life Cycle



2002

2003

2004

2005

- Applicant pool for BB positions should almost exclusively be limited to internal high performing, high potential leaders (formal and informal)
  - ★ To ensure MBB bench strength, the recruitment process may need to be modified periodically
- Potential BBs must rate high on the Organization's Leadership Competencies and be ready for promotion
- Senior leadership must play a critical role in Black Belt Selection, Development, and Re-Entry into leadership roles

2002

2003

2004

2005

# Sterile Processing Project

2002

2003

2004

2005

2006

## CCE Sterile Processing Mock-Up



2002

2003

2004

2005

2006

## CCE Sterile Processing Mock-Up



2002

2003

2004

2005

2006

