



Be part of the
HIIN CROWD

**Innovate. Exnovate.
Improve. Inspire.**

**APPLY
TODAY!**

Lean Six Sigma Green Belt Project

The Missouri Hospital Association is pleased to announce the second cohort of the Lean Six Sigma Green Belt Project, offered exclusively to hospitals participating in MHA's Hospital Improvement Innovation Network.

Lean Six Sigma is a performance improvement platform with roots originating in the production and manufacturing industry. Its methodology builds upon a five-step process — Define-Measure-Analyze-Improve-Control — with an intense focus on the removal of errors, defects or “waste,” described as any step, motion or resource that does not add value to the process.

The second cohort will be hosted in Jefferson City and is limited to 23 projects requiring a two-person hospital-based team. The eight-month intensive project covers the steps of the Lean Six Sigma DMAIC methodology, and results in a Green Belt certification. The training consists of five in-person technical training days, followed by an implementation phase to apply the knowledge and skills learned toward a hospital-based improvement project.

This training is appropriate for health care executives, physicians, managers, supervisors or directors. Two candidates will submit a dual application per hospital. Hospitals may submit more than one project and team application.

MHA staff and the project vendor will complete an evaluation of each project to ensure that all of the program deliverables are achieved before awarding Green Belt certifications. Additionally, an ongoing evaluation of each participant and their project will occur following each implementation phase to support the members and ensure the project remains on track.



Trainings will be performed by Erin Zeringue, FACHE, CPHQ, President and CEO of A3 Healthcare Solutions. She is a nationally recognized, certified Master Black Belt. Visit www.a3healthcare.com to learn more.

Project Requirements:

- » participate in all five in-person trainings (**failure to attend an in-person training will prevent the participant from achieving the Green Belt certification**)
- » participate in weekly 30-minute coaching calls ensuring the DMAIC methodology is applied properly
- » complete the “tollgate” assignment at the end of each implementation phase and before the next
- » complete and submit a Lean Six Sigma project to MHA by designated due date
- » attend an in-person graduation and project showcase event
- » Select a project from one of the following categories. The examples provided are not all-inclusive.
 - » **Operational Improvements** – throughput, turnaround times, worker safety, length of stay
 - » **Transactional Processes** – revenue cycle, charting management, registration process
 - » **Clinical Processes** – adverse drug events, medication reconciliation, bundle compliance
 - » **Process Coordination** – emergency department, radiology, laboratory, worker safety

Consider the following. Does the project:

- » *address an obvious problem within an existing process?*
- » *have the potential to reduce process time or defects while resulting in cost savings or improved productivity?*
- » *have collectable data (is measurable) and will result in quantifiable improvement?*

Project Fees

Each participant will have a cost share of \$500 to register for the project. The value of this certification is estimated at \$3,500.

For participants traveling more than 50 miles round trip, one mileage form will be accepted from each attending HIIN-participating hospital. One overnight hotel stay per participant, on the night preceding the meeting, will be reimbursed for those traveling more than 150 miles round trip.

Schedule and Application



Lean Six Sigma Green Belt Project Application

The Missouri Hospital Association is pleased to offer the second cohort of the Lean Six Sigma Green Belt Project through the Hospital Improvement Innovation Network program. Training involves the following components.*

- » Project selection across the topic options scoped for relevance to the hospital's improvement needs
- » Required in-person attendance at all five training sessions at the MHA offices in Jefferson City, Mo.
- » Timely completion of required project tollgates and deliverables
- » Participation in weekly 30-minute coaching calls to support project implementation
- » Completion of a Lean Six Sigma project submitted to MHA by assigned due date
- » Attendance at graduation and showcase of project

***Please note that failure to complete any project tollgates, deliverables, trainings and coaching calls will prevent the participant from receiving the Green Belt certification.**

Training Events

Lean Topic	Jefferson City, Group 1	Jefferson City, Group 2
Define	January 8, 2019	January 9, 2019
Measure	February 13, 2019	February 14, 2019
Analyze	April 16, 2019	April 17, 2019
Improve	May 21, 2019	May 22, 2019
Control	July 23, 2019	July 24, 2019
Graduation	TBD (Location to be determined)	

Because of the intensive nature of this program, it is highly recommended that each facility identify a team of two to apply for the project. Each group is limited to 23 participating individuals. If you have a conflict with an event on your assigned date, you may attend the same session either the prior or following day (with prior approval from the MHA HIIN Lean Six Sigma project manager).

Application Process

- » only HIIN-participating hospitals are eligible to apply
- » all applicants should consider their capacity and readiness to participate in this intensive project to ensure success
- » hospitals are required to have a two-person team apply and to identify an executive champion
- » applications will be reviewed based on the following criteria:
 - › overall quality of the application
 - › applicant(s) is regarded as an organizational change agent
 - › applicant(s) is respected as a leader within the organization
 - › applicant's proposed project outline
 - › applicant's previous analytical experience with data
 - › applicant's experience with improvement projects, leading teams
 - › applicant's desire to learn new skills/techniques to improve the organization
 - › phone interviews may be arranged to help in the applicant process
 - › applicants will be notified of acceptance by Friday, Dec. 14.

Applications are due by Friday, Nov. 30, 2018, to Amanda Keilholz at akeilholz@mhanet.com.

Lean Applicant Name: _____

Organization: _____

Position/Title: _____ Time in current position: _____

Email address: _____ Phone number: _____

Please rate your Excel proficiency level:

- Beginner** – Copy/paste/type data
 Competent – Basic formulas (sum, average)/sort data/basic graphs
 Intermediate – Pivot tables/advanced formulas (if/then logic)
 Advanced – Macros

What statistical software does your organization use?* _____

* Minitab 17 is required for purposes of the project, non-dependent on current software. It offers a 30-day free trial. .

Why are you applying for Green Belt certification? _____

How do you plan to use the training? _____

What qualities/skills do you possess that can contribute to your success in Lean Six Sigma? _____

Briefly outline your experience leading improvement projects. _____

Identify one barrier you expect will make completing the project difficult. _____

How will you address this barrier to be successful? _____

Identify an Executive Champion for the project by name and title: _____

On a scale of 1 to 4, with 1 indicating highest priority, please rank the following topics that you would prefer as your improvement project focus. If a topic does not have a minimum of three participating teams, it will be excluded.

____ Operational Improvements _____ Clinical Processes _____ Transactional Processes _____ Physical Processes

For the top ranked topic, briefly outline the organization-specific problem your project will address.

COMMITMENT

I fully commit to attend and actively participate in all five trainings, weekly coaching sessions, the post-project graduation, and complete each topic tollgate and project by the assigned due date. I understand failure to complete this commitment at any point will result in not achieving Green Belt certification.

Applicant Signature: _____

SUPERVISOR APPROVAL

I attest that this applicant is qualified and competent to participate in the Lean Six Sigma Green Belt Training. I fully support the commitment required for this applicant to successfully complete the certification. I recommend this applicant for the Lean Six Sigma Green Belt Training.

Applicant is regarded as an organizational change agent

Applicant is respected as a leader within the organization

Name of Supervisor (Print): _____

Title/Position: _____

Signature: _____ Date: _____

CEO APPROVAL

I attest that this applicant is qualified and competent to participate in the Lean Six Sigma Green Belt Training. I fully support the commitment required for this applicant to successfully complete the certification. I recommend this applicant for the Lean Six Sigma Green Belt Training.

Applicant is regarded as an organizational change agent

Applicant is respected as a leader within the organization

Name (Print): _____

Signature: _____ Date: _____