

# Applying Lean Six Sigma and Blue Ocean Thinking to Your Reform Strategy

(An ACHE Face-to-Face Panel Discussion)

**Facilitator:** John Cramer

System Director - Organization Effectiveness/Lean Six Sigma/1115 Waiver DSRIP  
Memorial Hermann Health Care System

**Panelists:** Anne-Claire France, PhD, FACHE

President, Houston Innovations, LLC

Erin DuPree, MD, FACOG

Chief Medical Officer and Vice President  
Joint Commission Center for Transforming Healthcare

Duke Rohe

Quality Improvement Education Consulting  
M.D. Anderson Cancer Center

INSIGHTS FOR HEALTHCARE PROFESSIONALS

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# Learning Objectives

- Understand key differences between Lean and Six Sigma and why they are important performance improvement methods.
- Witness the application of Lean and Six Sigma at different points along the strategic planning continuum.
- Develop a perspective on how to tap potential of an organization for continuous improvement.

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# Agenda

- **Overview**
- **Introductions**
- **Topics for Discussion:**
  - Discuss the relationship between Lean, Six Sigma, and Blue Ocean Strategy implementation strategy
  - Importance of organizational behavior and performance improvement
  - Situations where Lean, Six Sigma and or Blue Ocean strategies were implemented and the outcomes
  - Examples of how process improvement strategies have enhanced patient care and improved revenue streams
- **Questions for Discussion:**
  - How does an organization successfully incorporate process improvement tools and methodologies?
  - What is the importance of linking an organization's strategic planning process to performance improvement?
  - How does an organization encourage both process improvement and innovation?
  - How will healthcare organizations remain nimble and recognize opportunities for change?
- **Conclusion**

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# Biography

**John Cramer** is the System Director - Organization Effectiveness/Lean Six Sigma/1115 Waiver DSRIP for the Memorial Hermann Health Care System. He brings with him 13 years of experience in Quality and Process Improvement, directing business operations and building effective Continuous Improvement programs. John is actively engaged in system-wide, strategic improvement initiatives, including nine 1115 Waiver DSRIP projects and a CMS Graduate Nurse Education Demonstration.

Before that, John spent 14 years in Information Technology, managing large scale software development and business process reengineering programs. John's business background includes experience in the automotive, manufacturing, distribution and supply chain, insurance, and healthcare industries. John is a Certified Six Sigma Master Black Belt, a Senior Member of the American Society for Quality, and former Chairperson of the Corporate Community Relations Committee of the Houston Lean Six Sigma Professionals Association.

In addition to his "day job", John is a professional violinist who performs in several area performing arts organizations. John holds a Bachelor of Arts degree in Music with a minor in German literature from Illinois State University.

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# Biography

**Anne-Claire France, Ph.D., CPHQ, MBB, FACHE**, is President/Owner of Houston Health Innovations, LLC (HHI), an organization specializing in improving performance in healthcare systems using Robust Process Improvement methodologies. Dr. France has trained and coached over 150 Master Black Belts, Black Belts and Green Belts in Lean Six Sigma; before becoming a Lean Six Sigma professional, she served as Director of the Center for Healthcare Improvement at Memorial Hermann Health System, where she actualized the process improvement ideas of front line clinical staff. Her focus within the healthcare system was the improvement of patient safety, clinical outcomes, customer and staff satisfaction and significant cost savings. Anne-Claire's twenty-five years of healthcare experience include seventeen years of applied research and process improvement experience. Her primary clients include the pharmaceutical industry, small rural hospitals, multi-hospital healthcare systems, physician organizations and group practices.

What she's done suggests what she can do:

Before founding Houston Health Innovations LLC in 2001, Anne-Claire held a number of leadership positions in healthcare organizations. She has taught applied research, statistics, and psychology. She served as Adjunct Faculty at the Center for Health Studies, Houston Baptist University as well as academic appointments at the University of Texas Health Science Center at Houston Schools of Medicine and Nursing and Northern Illinois University. In addition to certification as a Six Sigma Master Black Belt, in Health

Care Administration, and as a Healthcare Quality Professional, Anne-Claire holds a B.A. from the University of Colorado (Boulder), a M.A. and a Ph.D. from Vanderbilt University, and a Post Doctoral Fellowship from the University of Texas Health Science Center at Houston Medical School. Anne-Claire is a fellow of the American College of Healthcare Executives.

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**Erin S. DuPree, M.D., FACOG**, is the Chief Medical Officer and Vice President for the Joint Commission Center for Transforming Healthcare. Dr. DuPree is a nationally recognized leader in patient safety and quality with expertise in process improvement methodology and information technology.

Prior to assuming her new role, Dr. DuPree was Chief Medical Officer and Senior Vice President for Medical Affairs at The Mount Sinai Medical Center in New York City. During her eight years at Mount Sinai in a progression of leadership roles, she steered efforts to improve safety culture, evidence-based care, and critical processes that impact patient care. Dr. DuPree developed and implemented real-time surveillance for process of care measures used in the Centers for Medicare and Medicaid (CMS) Value-Based Purchasing (VBP) program, which led to an increase in the overall VBP score. She also served as Associate Professor in Obstetrics, Gynecology and Reproductive Science, as well as Associate Professor in Health Evidence and Policy at Mount Sinai School of Medicine.

Dr. DuPree is certified as a Six Sigma Green Belt and is a TeamSTEPS (Team Strategies and Tools to Enhance Performance and Patient Safety) master trainer. TeamSTEPS is a teamwork system developed by the Department of Defense (DoD) Patient Safety Program (PSP), in collaboration with the Department of Health & Human Services' Agency for Healthcare Research and Quality (AHRQ), designed to improve the quality, safety and efficiency of health care. Dr. DuPree is also a member of the CMS Innovation Advisors Program to help health care professionals test new models of care delivery, and create partnerships that work to improve care and lower costs through continuous improvement. Additionally, she participated as the physician leader in the Joint Commission Center for Transforming Healthcare's project to address the problem of wrong site surgery.

Dr. DuPree has a bachelor of arts in biochemistry and molecular biology from the University of California, Berkeley, and received her M.D. from Columbia University, College of Physicians and Surgeons in New York City.

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# Biography

**Duke Rohe** has been providing Quality Improvement Education Consulting for M. D. Anderson Cancer Center since 2008. He has facilitated organizational scale 'redesign' solution sessions: increasing Hand Hygiene compliance to 90-97%, Increasing accuracy of a critical 'Isolation List', created quality improvement tools, education pieces that speed along project management, process improvement to all ranks of the organization. He has conducted 'dialogue' sessions around various topics to build 'commonness' among a diverse team.

Duke has presented locally and nationally promoting change, innovation, process change, creativity, culture building, waste reduction. Created workforce 'engagement' program around increasing quality, customer service, safety, and efficiency implemented improvements. He was the primary contributor to the Management Engineering - Performance Improvement tool site for the Healthcare Information Management Systems Society.

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