

# ACHE CHAPTER PANEL DISCUSSION TEMPLATE #9

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*For ACHE Face-to-Face Education Credits*

## **Making Sense of Performance Transformation Methodologies**

**Length:** 1.5 Hours

**Target Audience:** Early careerists to senior executives

**Description:** As healthcare organizations are challenged to maximize clinical, operational and financial performance, many hospitals have chosen to employ transformational process improvement initiatives. These efforts include Six Sigma, Lean, Work-Out™, and Change Acceleration Process among others. Understanding the practical differences, barriers to use, and realized organizational benefits can be challenging. Practitioners versed in the use of various performance transformation methodologies will provide an overview of the methodology and share their experience regarding the use of these approaches.

**Faculty:** Moderator plus two to three panelists. The moderator should be an operations improvement practitioner or a consultant with experience across multiple organizations/methodologies. The panelists should be C-suite executives (CEO, COO, CNO, etc.) in organizations using differing performance transformation methodologies.

The moderator's introduction should include an overview of current trends in performance transformation, including opportunities and challenges.

Each panelist may present his or her organization's experience with a specific performance transformation methodology.

**Topics for Discussion:**

Comments may include:

- The methodology's impact on organizational culture
- Lessons learned regarding cultural change
- Deployment/initiative rollout
- Lessons learned regarding operations
- Outcomes—including financial benefits
- Use of these methodologies—each independently vs. integrated

### **Questions for Discussion:**

1. How are Six Sigma, Lean and/or other operations improvement methodologies being used in accomplishing the strategic goals of your organization?
2. What is the greatest challenge you've encountered in implementing a process improvement methodology?
3. Are these methodologies effective in implementing cultural change or are they more limited to process improvement?
4. How have you measured the success of these initiatives?

### **Materials for Distribution:**

Sherman, J. 2006. "Achieving Real Results with Six Sigma." *Healthcare Executive* January/February 9–10, 12–14.  
(Go to: *Chapter Education Manual Appendix for handout*)

### **Additional Resources:**

Barry, R., A. C. Murcko, and C. E. Brubaker. 2002. *The Six Sigma Book for Healthcare: Improving Outcomes by Reducing Errors*. Chicago: Health Administration Press.

Quality: Shaping Culture, Taking Action. 2004. *Frontiers of Health Services Management* 20 (3).

Spath, P. L. 2004. *Leading Your Healthcare Organization to Excellence: A Guide to Using the Baldrige Criteria*. Chicago: Health Administration Press.

Zidel, T. G. 2007. *A Lean Guide to Transforming Healthcare*. Milwaukee, WI: American Society for Quality.