



# Performance Improvement for Healthcare: Leading Change with Lean, Six Sigma, and Constraints Management

By Bahadir Inozu, Dan Chauncey, Vickie Kamataris, Charles Mount,  
NOVACES LLC

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*Performance Improvement for Healthcare: Leading Change with Lean, Six Sigma, and Constraints Management* lays out an integrated approach for using three improvement methods that have proven to be the most effective way to transform hospital operations in terms of patient outcomes and experience, financial viability, and employee satisfaction. This pioneering guide presents a strategy for managing bottlenecks, eliminating waste, reducing errors, and containing costs in healthcare organizations, as well as sustaining the gains achieved. Real-world case studies illustrate successful performance improvement implementations that have realized breakthrough operational and financial results in the U.S. and abroad.

The book is an in-depth guide for healthcare leaders and includes topics such as:

- Assessing your organization's readiness for adopting a best-of-breed performance improvement strategy
- How to deploy an integrated performance improvement program and get far better results than with traditional methods
- Using Constraints Management to identify leverage points and break constraints that exist in all healthcare organizations
- Building a program that consistently meets milestones on time and on budget
- How to begin thinking at the system-level of complex healthcare organizations and target high-impact opportunities

- Preventing common issues with sustaining improvement initiatives

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## **Editorial Review**

### **About the Author**

**Bahadir Inozu, Ph.D.**, is a Founding Partner and the Chief Executive Officer of NOVACES, LLC, a leading provider of continuous process improvement consulting and training services. He is a Lean Six Sigma Master Black Belt and a Theory of Constraints Jonah. Dr. Inozu has been teaching undergraduate, graduate, and adult education courses on Process Improvement, Lean, Six Sigma, Reliability and Maintenance Management, Marine Engineering, and Executive Leader Training courses on CPI for over 20 years.

**Dan Chauncey** is the Director of Deployment Services for NOVACES where he has served as the technical program manager for the deployment of CPI across patient care in the U.S. Navy Medical Enterprise. He also leads a team of five Master Black Belts embedded at mid-level commands across the Navy and led the CPI Deployment at United Health Services.

**Vickie Kamataris** is the Director of Commercial Healthcare Services for NOVACES. She is a registered nurse with more than twenty years of clinical experience, Vickie earned her BSN from Southwestern College where she graduated Valedictorian in 1988. She has achieved multiple specialty certifications including CPHQ and is a Lean Six Sigma Master Black Belt. As a NOVACES Master Black Belt for healthcare, Vickie provides Lean Six Sigma expertise and leadership to develop and guide Lean Six Sigma deployment strategies, develop and deliver training, lead complex, enterprise-level projects and events, and mentor Black Belt and Master Black Belt candidates. In her role as Quality Leader for General Electric Corporate Healthcare and Medical Programs, Vickie developed and deployed a balanced scorecard across GE's network of more than 240 clinics in 34 nations. She led multi-disciplinary, cross-functional global teams to improve mean performance related to cost/productivity, compliance, and medical quality indicators and led key global initiatives including implementation of an electronic health record, emergency medical response, travel medicine, health promotion and wellness, medical surveillance assurance, disability case management, and development of clinical protocol. She has extensive experience as an educator, serving as hospital education coordinator and adjunct faculty in the Biology department at Cowley College. She has presented at national and international venues and authored journal articles and papers on clinical and change leadership and quality-related topics including Lean, Six Sigma, TRIZ, and balanced scorecard. Vickie is a co-author of *Leading Change with Lean, Six Sigma, and Constraints Management*. Vickie has more than 30 years of experience leading clinical, business, and military teams and has received multiple academic and professional awards. She served as a noncommissioned officer in the US Air Force. Vickie is a member of Sigma Theta Tau International, National Association for Healthcare Quality, the American Society for Quality, the American College of Healthcare Executives, the Pennsylvania Organization of Nurse Leaders, and the International Society of Six Sigma Professionals.

**Charles Mount, CAPT, USN (Ret.)** is the Director of Government Healthcare Services and an ASQ-certified Lean Six Sigma Black Belt for NOVACES, LLC. He oversees the company's services in Lean Six Sigma and Leadership programs to improve patient care, safety and satisfaction. He has 40 years experience serving defense & security organizations, as well as 28 years experience in Performance Improvement, leadership, management, and professional development. After almost 39 years on active duty, he retired from the military as a Captain from the Navy Medical Department. While in the Navy, CAPT Mount was Commanding Officer and Executive Officer of the Naval Schools of Health Sciences Training in

Portsmouth, VA and San Diego, CA. At the Navy's largest medical center in San Diego, Charles spearheaded the training, coaching, and implementation of Total Quality Management (TQM) for 5,000 employees and scores of patients. He created a 24-hospital group to fast track the implementation of healthcare quality, the Southern California Coalition for Improving Healthcare and served as its President for 6 years. He also served as Education Director, and later President, of the San Diego W. Edwards Deming User Group. As a Master Training Specialist, CAPT Mount has conducted strategic planning sessions for multiple organizations, with a specific emphasis on employee and executive development of the mission, vision, values, and guiding principles. He served as the Navy's national faculty for Basic Life Support for the Navy Surgeon General for 17 years. As a member of the American Society for Training and Development (ASTD), CAPT Mount has made presentations to groups throughout the nation, including San Diego, Chicago, and Norfolk, VA. Over the years, he has written about managing change in healthcare for a variety of publications and consulted for numerous civilian and federal healthcare institutions. Charles is a graduate of the Institute for Federal Health Care Executives; he holds a B.Sc. Degree in Nursing from the University of Washington and a M.Ed. From the University of San Diego.

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