

## Lean for the Operating Room

- **Location:** Knoxville, Tennessee
- **Duration:** Four Days
- **2011 Dates:** August 16-19;  
November 13-16
- **Tuition:** \$3,800 (includes meals and lodging)
- **Website:** <http://TheCenter.utk.edu>

### Participant Profile

OR challenges originate from various sources. Building effective and sustainable solutions routinely requires the knowledge and participation of more than one professional group. Thus, this offering is meant to include staff from all groups in the Operating Room including physicians, nursing staff, technicians and in-bound units (e.g. ED, ICU, sterilization, patient ward, planning, management and controlling). Again, teams are strongly encouraged to build synergy between these core teams that will begin building the foundation for Lean OR implementation and solutions after 2 days of coursework.

### Course Overview

The term “lean manufacturing” is used to describe a business philosophy whose ultimate aim is to meet the needs of the customer by efficiently providing a defect-free product in a timely fashion through the elimination of waste. Waste is broadly defined and considered to be any activity, delay, or resource consumption that does not directly add value toward meeting the needs of a customer.

In a similar fashion, lean in a healthcare environment is an organizational philosophy with the aim of meeting the needs of the patient by providing efficient, quality care in a timely fashion through the elimination of waste. It is prescriptive as it provides a clear direction for change.

Although a lean healthcare organization’s primary focus is the patient, the organization can

benefit through greater market share, improved productivity, lower capital requirements, and reduced turnover. Furthermore, the lean organization strives to continuously improve and can quickly adapt to changes in markets, technology, policies or regulations. Lean for operating rooms centers around execution. Consequently, this course alternates between teaching, breakout groups and an OR hands-on simulation and solution solving sessions. It combines UT’s first class executive education with an understanding of the OR needs and requirements. The result is a powerful and proven mix to enable the cross-functional teams to immediately change the OR processes upon completion of the training.

### Key Participant Benefits

- A complete understanding of basic lean operating room tools and techniques
- Identification of solutions specific to OR functions
- Team building across professional groups
- Experience 3 phases of a unique OR simulation
- Each hospital will work on a specific 30 day action plan during the class. Once the plan is in place, hospitals are provided with an online audit to ensure follow-up at the end of the 30 days

### Faculty

- **Dr. Hank Schiffers, M.D., MBA—**  
Dr. Schiffers is an adjunct faculty member of the University of Tennessee Physician’s EMBA and is the Director, Lean EMEA with Stryker responsible for all internal and customer focused Lean activities in Europe. After completing medical school, Dr. Schiffers

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joined the industry side of healthcare back in 1999. In 2003 he completed his MBA program (PEMBA) with the University of Tennessee, Knoxville. He was appointed member of the PEMBA faculty, teaching Global/International Healthcare during the summer RP. He is trained in Six Sigma and Lean. Dr. Schiffers has worked in a variety of healthcare settings (Philips, Guidant, Stryker) to learn firsthand about many sectors of the health care industry. In 2006 Dr. Schiffers founded the Stryker Lean for Healthcare Academy which has trained 300 participants to date.

- **Bert Hoffmann, B.S.**—Bert is a Senior Lean Consultant practicing at Stryker GmbH & Co. KG in Duisburg, Germany. Bert is a lean transformation leader in the healthcare field. He has been working for Stryker since 2000 where he focused on lean initiatives in the areas of finance, customer service, manufacturing, and logistics. Currently he is working with hospitals executing lean projects in the healthcare arena. His specialties are process improvements and operational efficiency in the hospital environment. Additionally he has expertise in customizing OR simulations and conducting data analysis for global customers. Bert received his Economics degree from Krefeld.
- **Vanita Glenn-Adams, M.S.**—Vanita is a Senior Lean Consultant with Stryker, executing projects and coaching in the area of lean enterprise deployment. Vanita has executed Lean/Six Sigma initiatives in the medical devices, financial services and manufacturing industries. She has held various operations management and operational excellence leadership positions focusing on business process improvements and streamlining operations. She is a change leader with proven experience driving organizational change and improvement. Vanita is a certified Six Sigma Black Belt and Lean Business Process Specialist. She received her B.A. in Organization Theory and Design from the University of Michigan, and M.S. in Management and

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### Related Courses of Interest


- Lean for Healthcare
- Physician's Executive MBA
- Six Sigma Champion Certificate Course for Healthcare Leaders

Organizational Behavior from Silver Lake College.

- **Alexander Conz, MD, MBA**—Dr. Conz is a Physician with nearly ten years of practice in General and Cardio-Thoracic Surgery. He currently serves as the Manager of Stryker Lean HealthCare Solutions. In 2005, he graduated from the Physician Executive MBA Program (PEMBA) at the University of Tennessee. His work focuses on the implementation of Lean for Healthcare concepts in Germany, Switzerland and Austria. The Stryker Lean for Healthcare concept provides improvements of patient flow, operational excellence and economical outcomes for hospitals. He currently serves as a faculty member in the Stryker LeanAcademy
- **Katrein Aßmann**—received her Diploma Degree in Public Economics and Finance at the University of Passau in 2007. She currently serves as a faculty member in the Stryker Lean Academy and also as a Junior Lean consultant in the Team of Stryker Lean HealthCare Solutions. Her work focuses on the implementation of Lean for Healthcare concepts in Germany, Switzerland and Austria.
- **Michael Kahler, BBA**—Mr. Kahler has studied International Logistics Management. In 2008, he graduated from the Fontys University of Applied Sciences and was nominated for the best bachelor's thesis ("activity based costing"). He currently serves as a consultant for Stryker Lean HealthCare Solutions. His work focuses on the implementation of Lean for Healthcare concepts in Germany, Switzerland and Austria.

### Facilities

Classes are held in the executive classrooms of The University of Tennessee Center for Executive Education. These facilities are specifically designed for group-interaction programs. Accommodations are single-occupancy rooms at a nearby hotel.

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CENTER for EXECUTIVE EDUCATION

### Contact Information

For more information on the *Lean for the Operating Room* program, please call or write:

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For current news on the Center for Executive Education and its offerings, visit our web site at <http://TheCenter.utk.edu>.

For more information on *Lean for the Operating Room*, please visit <http://leanor.utk.edu>.

## **LEAN FOR THE OPERATING ROOM COURSE GRID**

<b>Lean in the OR, history and overview</b>	<b>Lean Tools 3 - Standard Work</b>
<b>Lean OR simulation Part-1-Initial set-up, identification of issues</b>	<b>Lean Tools 4 - Rapid change over and fast track</b>
<b>Lean Tools 1 - Understanding the current state, Value Stream Mapping</b>	<b>Lean Tools 5 - Error proofing and problem solving</b>
<b>Lean Tools 2 - Setting up the workplace and visualizing patient and material flow</b>	<b>Lean OR simulation Part 3 - application of advanced lean tools</b>
<b>Lean OR simulation part 2 – application of basic lean tools</b>	<b>Collection and evaluation of solutions to implement</b>
<b>Brainstorming ideas to implement</b>	<b>30 days planning and feedback</b>