

Six Sigma and Organizational Goals

Organizational Goals and Six Sigma Projects



1

Session Overview

- Identify the linkages and supports needed between a selected Lean Six Sigma project and the Organization's goals
- Describe how process inputs, outputs and feedback can influence the organization

2



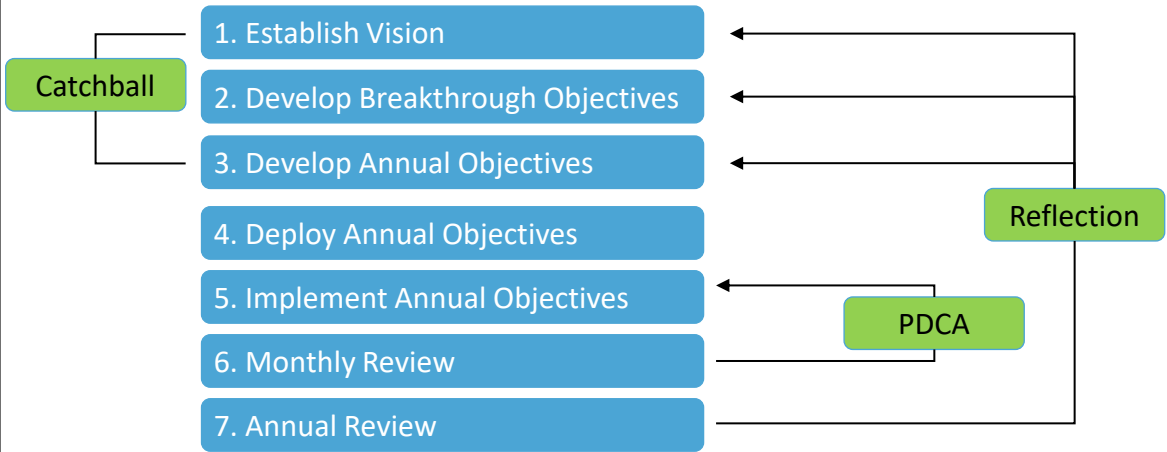
2

Linking Projects to Organizational Goals

- The strategy of the organization sets the long-term direction
- Shorter term goals must be in alignment with the long-term strategy
- Day to day actions taken and projects selected are driven by the short-term goals
- One technique for developing and deploying strategies is called Hoshin Planning



Hoshin Planning





improveconstantly.com

Improving the Value Stream

The diagram illustrates a patient care value stream. It begins with 'Patient Arrival With Care Needs' leading to 'Triage' (C/T = 4 min, Waste = 2 min). This is followed by 'Registration' (C/T = 3 min, Waste = 4 min), 'RN Exam' (C/T = 5 min, Waste = 28 min), 'Provider Exam' (C/T = 8 min, Waste = 15 min), 'Provider Orders' (C/T = 4 min, Waste = 10 min), 'RN Collects Lab' (C/T = 10 min, Waste = 20 min), and 'Completion of Labs and Reqs' (C/T = 12 min, Waste = 40 min). A 'Dashboard' at the top receives data from 'Registration info entered into DB', 'Lab info entered on DB', and 'Patient Departure shown in DB'. The dashboard sends information back to 'RN Exam' ('DB tells RN patient has arrived'), 'Provider Exam' ('DB notifies MD of patients arrival'), 'RN Collects Lab' ('Labs collected are shown on DB'), and 'Completion of Labs and Reqs' ('DB shows when labs, other requisitions are complete'). The process ends with 'Patient Care Received, Patient Departs System'.

Systems -> Processes -> Subprocesses -> Steps

7

improveconstantly.com

Feedback Loops and Process Management

The diagram shows a feedback loop on the left with 'Inputs' leading to 'Process' and then 'Outputs'. On the right is a dashboard with four columns: 'Quality', 'Service', 'Growth', and 'Finance'. Each column has three charts: 'Vital Metrics' (line chart), 'Diagnostic Drilldowns' (bar chart), and 'Improvement Efforts' (box chart). The 'Quality' column shows a line chart for 'Quality' (Jan to Nov), a bar chart for 'Diagnostic Drilldowns' (Radiation, Falls, Medication, Other), and a box chart for 'Improvement Efforts' (Action Plan). The 'Service' column shows a line chart for 'Service' (Jan to Nov), a bar chart for 'Diagnostic Drilldowns' (Inpt, ED, Surgery, Clinics, Other), and a box chart for 'Improvement Efforts' (empty). The 'Growth' column shows a line chart for 'Growth' (Jan to Nov), a bar chart for 'Diagnostic Drilldowns' (Transcription, Preparation, Marketing, Incomplete, Other), and a box chart for 'Improvement Efforts' (empty). The 'Finance' column shows a line chart for 'Finance' (Jan to Nov), a bar chart for 'Diagnostic Drilldowns' (Labor, Supplies, Contracts, Maintenance, Other), and a box chart for 'Improvement Efforts' (Charter).

8

Session Recap

- Identify the linkages and supports needed between a selected Lean Six Sigma project and the Organization's goals
- Describe how process inputs, outputs and feedback can influence the organization

