

# Healthcare Performance-Driven Services

Statement of Capabilities



With service lines under increased competitive pressure and reimbursements declining, hospitals must reduce costs to remain competitive. GP Strategies® delivers the knowledge, performance solutions, and bottom-line impact that can help.

## Healthcare Statement of Capabilities

GP Strategies offers the only systemic performance solution proven to provide healthcare organizations with a unique, Lean approach based on the Toyota Production System (TPS). By tailoring your solution to fit your organization, we will help you inspire new levels of safety, performance, profitability, and return on investment (ROI) with long-term, continuous improvement.

From arrival to discharge, our performance-improvement solutions, including custom training, leadership development, and Lean training and consulting, have helped today's most successful healthcare organizations get that way and stay that way. Let us help you achieve the same cultural, clinical, strategic, functional, and financial impacts in your organization.

### Performance-Driven Services That Impact Your Entire Organization

From your operations to clinical and financial systems, GP Strategies helps you streamline effort, improve safety, reduce costs, and improve service. Because we are deeply committed to superior service and lasting customer satisfaction, we understand the motivations that drive you to excel. And because we have extensive experience increasing the productivity and impact of healthcare organizations, we also understand what drives your bottom line. Add it all up and GP Strategies is a powerful partner for your future success.

### Training and Consulting | Lean Six Sigma and Operational Excellence

Rapidly becoming a strategy of choice for premier health institutions around the world, GP Strategies has been leading the introduction of performance improvement methods such as Lean, Six Sigma, and Operational Excellence. Our experienced staff brings decades of hospital experience and a performance improvement DNA born out of early careers at Toyota, the National Transportation Safety Board (NTSB), Baldrige, and others. With previous titles such as Master Sensei, Master Blackbelt, Clinical Quality Director, Baldrige Examiner, Chief Operating Officer, and Risk Manager, you can expect to be learning from the very best.

“GP Strategies asks a lot of questions and they listen. They strategically look at efficiencies and then work with you. They roll up their sleeves. The results we've seen have been from knocking elbows and working side by side with them.”

— Director of Surgical Support and Operations

## Where GP Strategies Provides Guidance and Exemplary Value

- Executive Training/Mentoring
- Hospital Lean System Design, Documentation, and Training
- Measurement Development
- Core Measure Focus Improvement
- Central Sterile Processing Department
- Day Surgery
- Emergency Services - Emergency Department
- Electronic Health Record Implementation
- Environmental and Food Services
- Facilities Layout and Design
- Orthopedics/Neurology
- Surgical Services - Operating Room
- Preadmission Testing
- Patient Flow
- Pharmacy
- Physician and Nurse Workflow
- Radiology
- Supply Chain
- Transfusion

## Performance Improvement | Operational, Clinical, or Financial Excellence

Whether you are looking for a spot intervention for a critical need or a partner in total cultural and operational transformation, GP Strategies brings 50 years and over 2,500 professionals to your side. From assessments to strategy design, to implementation and coaching support, GP Strategies has been serving national healthcare providers for decades. Over 90 percent of our clients are listed in the top decile by U.S. News Best Hospitals, Thomson Reuters Top 100, or Healthgrades.

## A Comprehensive Education in Lean

Ultimately, the way care is delivered must be ingrained in the culture, capability, and routine of every provider in your organization. In addition to our on-the-job focused approach, GP Strategies also offers more structured training and Lean certification programs. For more information and a list of our Lean courses, see our catalog at [opexcel.gpstrategies.com](http://opexcel.gpstrategies.com).

## Patient Safety and Satisfaction

- Agency for Healthcare Research and Quality (AHRQ) registered Patient Safety Organization (PSO) Partner
- National Medical Safety Board Founding Partner
- Common Formats Mobile Reporting Software Provider
- Hospital Consumer Assessment of Healthcare Providers and Systems (HCAHPS) Surveys



## Lean Processes That Can Transform Your Organization

GP Strategies follows the Toyota philosophy for implementing Lean in your enterprise. Lean is a term that was coined by MIT as part of a 1990s study of the management techniques that were helping overseas manufacturing organizations gain competitiveness. The Toyota Management System, established over 60 years ago, provides a proven process management and improvement methodology. As the Toyota philosophy and Lean have evolved over the years, GP Strategies has been a major player in applying them to improve processes and adapting them for use in service organizations.

Lean employs a Systems Thinking approach. This means looking at the whole through the eyes of the customer and with a focus on the relentless elimination of waste throughout an organization—including wasted movement, wasted time, and wasted materials. As a result, it enables you to deliver the highest quality, customer-focused services in the most efficient, effective, and responsive manner possible.

GP Strategies analyzes your current systems and confers with you on places where processes and actions can be streamlined. Then we work closely with your frontline healthcare professionals, educating them and their managers using brief training modules and hands-on implementation. We also offer daily, hands-on coaching and mentoring throughout the process. The result is a deep understanding of the underlying principles and tools of Lean, with rapid, breakthrough improvements in quality, safety, satisfaction, and cost.

WASTE	HEALTHCARE EXAMPLES
Defects / Rework	Medication errors, wrong patients, wrong procedure, redraws, missing information
Movement	Excessive reaching, bending, twisting, walking, etc. while attempting to complete a task
Waiting	Waiting for bed assignments, patient information, testing, treatment, discharge
Inventory	Pharmacy stock, lab supplies, specimens waiting for analysis, patients in beds
Overproduction	Testing ahead of time to fit lab schedule, treatments done to balance hospital staff
Transportation	Moving patients, supplies, or materials from one area to another
Overprocessing	Multiple bed moves, retesting, excessive paperwork, multiple testing
People	Not using people's abilities to their fullest potential

Typical areas of waste that, once transformed, create significant opportunities to save money, increase safety, and streamline productivity in the healthcare environment

“In Preadmission Testing, applying Lean has allowed physicians and staff to serve the patient in less time than ever before...Our capacity has improved by 50 percent, and customer and physician satisfaction are at a record high...in only 60 days.”

— Manager, Preadmission Testing

## Deep Experience in Using Lean to Reduce Waste and Costs

GP Strategies has been in the performance improvement business since 1966. Our roots in Lean go back more than two decades to its widespread use in manufacturing. We have used Lean and Toyota philosophies to help companies like Ford, BAE Systems, and Airbus perform at their peak. And now we're pioneering its use in the healthcare industry as the only systemic performance solution proven to provide healthcare organizations with a unique, Lean approach based on the Toyota Production System (TPS).

With GP Strategies, you'll get transparent service every step of the way. We will help your team diagnose and cure the systemic issues causing process inefficiencies. Targets and strategies will be tied to measurable milestones. And strict processes are in place to ensure organizational alignment and that planned improvements are tracked and scheduled in a timely manner.

In addition, our focus and commitment is on knowledge transfer so you don't have to rely on us after a project is finished. Your internal team will be capable of sustaining the improvements and identifying new opportunities for continuous improvement in the future. As shown in the following table, results can be striking.



AREA	RESULT
Pre-Admission Testing	<ul style="list-style-type: none"> <li>• Patient satisfaction scores <b>improved from 82% to 99.5%</b></li> <li>• Reduced pre-admission testing (PAT) cycle time by <b>50%</b></li> <li>• Resource reallocation <b>savings of \$175,000</b></li> <li>• Lab capacity <b>increased by 50%</b></li> </ul>
CSPD	<ul style="list-style-type: none"> <li>• One-time inventory <b>reduction of \$1.1M</b></li> <li>• Supply case accuracy <b>improved from 83% to 95%</b></li> <li>• Floor space required <b>reduced by 15%</b></li> <li>• Increased <b>physician satisfaction</b></li> </ul>
Perioperative Services	<ul style="list-style-type: none"> <li>• On-time starts <b>increased from 35% to 98%</b></li> <li>• Increased surgeon case loads by <b>25%</b></li> <li>• Reduced operating room (OR) turnover time from 25 minutes to <b>16 minutes</b></li> <li>• Reduced training time for new staff by <b>15%</b></li> <li>• Reduce par levels and inventory by <b>35%</b></li> </ul>
Emergency Department	<ul style="list-style-type: none"> <li>• Reduced left without being seen (LWBS) <b>from 11% to 6%</b></li> <li>• Improved staff satisfaction <b>from 72% to 80%</b></li> <li>• Arrival to departure time reduced by more than <b>150 minutes</b></li> <li>• Increased patient satisfaction <b>from 76% to 88%</b></li> </ul>
Inpatient Pharmacy	<ul style="list-style-type: none"> <li>• Reduced inventory by <b>30%</b></li> <li>• Improved medication accuracy <b>from 90% to 100%</b></li> <li>• Reduced IV waste <b>30% (\$275,500)</b></li> <li>• Reduced cycle time by over <b>25%</b></li> </ul>

Results GP Strategies has helped our healthcare clients achieve through Lean strategies



## A Solution Tailored to Fit Your Organization

GP Strategies works with your frontline staff and leadership teams to outline an appropriate implementation model based on your need, the size of your organization, the effort required, the resources available to support the initiative, and most importantly, what needs to be accomplished.

Your solution will incorporate industry best practices resulting from Lean, learning, change management, and process excellence methodologies. You will not only achieve your financial and operational goals, but you will also be implementing a culture of continuous improvement.

The components of your solution may include:

- Master schedule transformation planning
- Prototype development or trial design
- Measurement systems
- Lean systems implementation
- Rapid event implementation
- Pilot process implementation
- Process confirmation and benefits confirmation
- Training development and deployment

## A Proven Track Record in the Healthcare Industry

Our background in both performance improvement and the healthcare industry has enabled us to forge new ground for reducing costs, eliminating waste, and improving safety for hospitals, healthcare systems, and manufacturers throughout the country. GP Strategies has been named as one of the largest healthcare management consulting firms by Modern Healthcare for three years running. We're also proud to have received exclusive endorsement from the Texas Hospital Association. Some of our satisfied clients include the following:

- St. Luke's Health System
- Hill Country Memorial Hospital
- Michigan Department of Community Health
- Michigan Department of Human Services
- Charleston Area Medical Center
- MainLine Health
- University of Minnesota Medical Center
- Fairview Health Services
- Hospice Care of Southwest Michigan
- SMDC/Miller Dwan
- University of Minnesota Physicians
- SSM Healthcare



“It’s been awesome working with GP Strategies because I’m not interested in just another consulting engagement. I want somebody who really wants to partner with us and who’s got something to prove, who’s willing to create something new and innovative here, where we both benefit.”

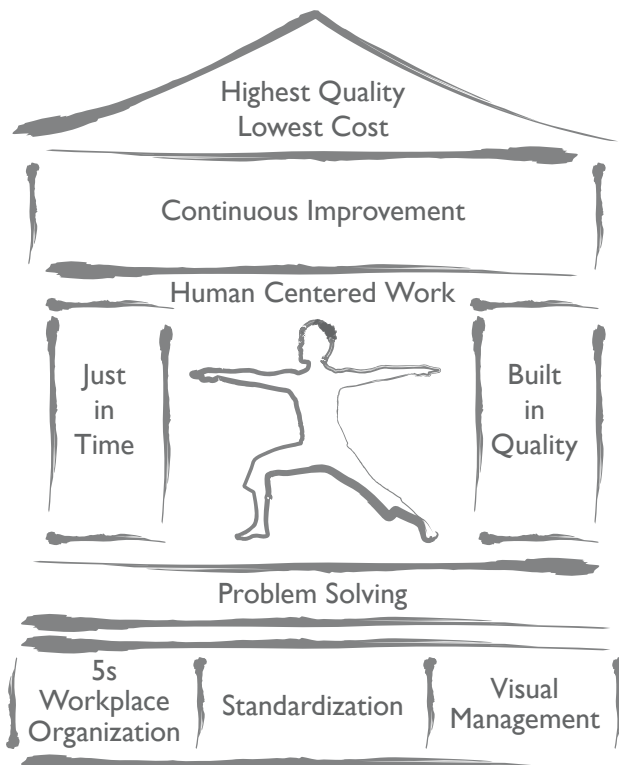
— Chief Executive Officer



## Putting GP Strategies' Lean Expertise to Work for You

GP Strategies has assembled a choice team of Lean implementers whose expertise comes from working in healthcare and other organizations that have implemented Lean. The key to translating efficiencies that work in a manufacturing environment to healthcare is in not losing sight of the human aspect. There are fundamental differences between manufacturing and service organizations. GP Strategies' depth of knowledge in both is the reason we're uniquely suited to implement Lean strategies in your hospital or system.

To learn more about our Lean implementations for healthcare or to ask about our other structured training and Lean certification programs, contact us today.



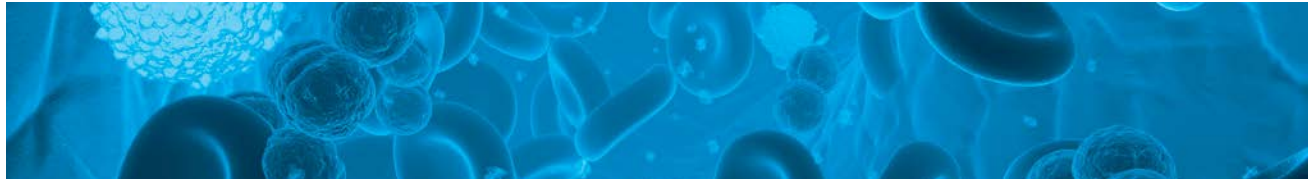
## GP Strategies Core Skill Sets

- Lean performance optimization
- Learning solution design
- Project management
- Instructional design
- Blended e-learning development
- Change management

Founded in 1966, GP Strategies is a global performance improvement solutions provider of sales and technical training, e-learning solutions, management consulting and engineering services. GP Strategies' solutions improve the effectiveness of organizations by delivering innovative and superior training, consulting and business improvement services, customized to meet the specific needs of its clients.

## GP Strategies at a Glance

Customers include Fortune 500 companies, manufacturing, process and energy industries, and other commercial and government organizations. GP Strategies is headquartered in Columbia, Maryland, USA. Additional information may be found at [gpstrategies.com](http://gpstrategies.com).



visit our web site at: [opexcel.gpstrategies.com](http://opexcel.gpstrategies.com)

e-mail: [opexcel@gpstrategies.com](mailto:opexcel@gpstrategies.com)

## GP Strategies Vision and Mission

Our vision is a world where business excellence makes possibilities achievable. Our mission is to enable people and businesses to perform at their highest potential.

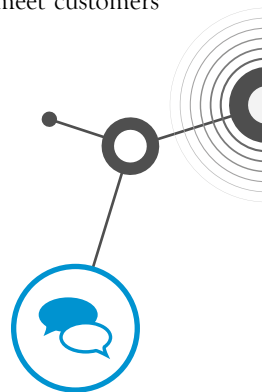
## Your Total Solutions Partner

GP Strategies believes that successful companies are characterized by an unrelenting focus on effectively linking their people, processes, and technology—three interrelated elements that directly impact the achievement of an organization's performance, cost management, and compliance objectives. We believe that execution and effectiveness are key when it comes to training, training outsourcing, homeland security, engineering, and technical issues.

Measurable, sustainable improvements in profitability and efficiency prove the value of GP Strategies' work. Our diverse subject-matter expertise serves as the foundation for a true understanding of the issues surrounding workplace technologies, but it's our extensive experience that really makes the difference for our customers. Ultimately, it's your people that really drive productivity—GP Strategies unlocks their potential, putting it to work for your organization.

## Cultivating Success

GP Strategies is well recognized as a provider of training and performance improvement solutions to many Fortune 500 companies. We offer a wide range of services across all functional areas of healthcare and life sciences. Our success is based on a commitment to develop long-term, mutually beneficial working partnerships with our clients. This commitment, coupled with GP Strategies' diverse experience, provides the opportunity to incorporate best practices from various industries into GP Strategies' services, helping us provide effective and flexible solutions to meet customers' needs, regardless of their industry and size.



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