

Developing Programmes for Six Sigma Professionals by Six Sigma Professionals

# SIX SIGMA

## in Healthcare and the Public Sector

The First European Six Sigma Conference  
Designed for Healthcare & the Public Sector  
Two-Day Conference: 19th & 20th October, 2004  
Six Sigma Workshops: 18th October, 2004  
The Selfridge Hotel, London, Great Britain

Discover how Six Sigma has been successfully employed to dramatically improve performance in healthcare and public sector environments.

4 Workshops Provide Fundamental Six Sigma Knowledge:

- A In-depth Introduction to Six Sigma in Healthcare**  
Enzo Di Nunzio, Managing Partner - SIX-WINNERS CONSULTING
- B Leadership for Six Sigma Projects in the Public Sector**  
Brendan McCarron, Operations Director - SERVICES LTD.
- C Six Sigma for the Legal System**  
Dr Marilyn Dyason, Chief Executive - BEDFORDSHIRE MAGISTRATES' COURT and Professor Michael Kaye - UNIVERSITY OF PORTSMOUTH
- D Implementing Six Sigma in a Red Cross Hospital**  
Jaap van den Heuvel, MD, General Director  
RED CROSS HOSPITAL, THE NETHERLANDS

### Best Practices Sharing and Case Studies from:

**Jo Charles**  
Modernisation & Improvement Manager  
NORTH WEST WALES NHS TRUST,  
United Kingdom

**Lesley Angel**  
In-Patient Placement Manager  
GWENT HEALTHCARE NHS TRUST,  
United Kingdom

**Lynne Walbeoff**  
Services Improvements Manager  
GWENT HEALTHCARE NHS TRUST,  
United Kingdom

**Steve Hodgson**  
HR Transformation Director  
ROYAL MAIL, United Kingdom

**Mary Hickey**  
Accreditation Manager  
ADELAIDE & MEATH HOSPITAL, Ireland

**Marius Buiting**  
MD, JD, Vice President  
EUROPEAN SOCIETY FOR QUALITY IN  
HEALTHCARE, The Netherlands

**Chuck DeBusk**  
Master Black Belt & Senior Consultant  
GE HEALTHCARE TECHNOLOGIES, USA

**Dr Marilyn Dyason**  
Chief Executive  
BEDFORDSHIRE MAGISTRATES' COURT,  
United Kingdom

**Dr Michael Zia**  
Vice President Quality & Medical Affairs  
DECATUR MEMORIAL HOSPITAL, USA

**Jaap van den Heuvel**  
MD, General Director  
RED CROSS HOSPITAL, The Netherlands

**Blake Hubbard**  
CHE, Director of Six Sigma  
VALLEY BAPTIST HEALTH SYSTEM, USA

**Carolyn Salsgiver**  
Master Black Belt  
YALE-NEW HAVEN HEALTH SYSTEM, USA

**Professor Michael Kaye**  
Emeritus Professor of Operations and  
Quality Management  
UNIVERSITY OF PORTSMOUTH,  
United Kingdom

**Sandra Bacon**  
Master Black Belt  
YALE-NEW HAVEN HEALTH SYSTEM, USA

**Nancy Pratt**  
Senior Vice President, Clinical  
Effectiveness  
SHARP HEALTHCARE, USA

**Patricia Atkins**  
Director, Six Sigma Initiatives, Clinical  
Effectiveness  
SHARP HEALTHCARE, USA

**Enzo Di Nunzio**  
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**Andy Bagley**  
Director  
TEAL CONSULTING LTD, United Kingdom

**Brendan McCarron**  
Operations Director  
SERVICES LTD, United Kingdom

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# Six Sigma Workshops: Monday 18th October, 2004

## In-depth Introduction to Six Sigma in Healthcare Whole-Day Workshop A: 09:30 – 16:30

As the healthcare industry grapples with financial pressures, limited resources, changing regulations, personnel shortages, the public's increased attention to quality of care and other challenges, many organisations have found hope from an unexpected source - Six Sigma. Six Sigma is an extremely effective strategy that businesses outside of healthcare have been using for several years to improve customer satisfaction, achieve extremely high levels of process performance, and to rapidly identify cost savings. More recently, healthcare organisations, providers, and accreditation groups have expanded their quality initiatives to include implementing Six Sigma strategies with solid success.

In this interactive workshop you will discover the vast array of Six Sigma projects in healthcare, and how you can implement Six Sigma to see lasting results.

Beneficial Six Sigma projects in healthcare include:

- Patient satisfaction
- Speed and accuracy of admissions
- Bed availability
- Care coordination
- Accuracy of lab results
- Rapid emergency room treatment
- End of life care
- Surgery scheduling
- Inventory control
- Supply chain
- Billing accuracy
- Insurance denials
- Documentation
- Human resources

At the end of this interactive workshop you will be able to:

- ☑ Understand what Six Sigma is and how it applies in the healthcare sector
- ☑ Simulate different strategies on how to deploy Six Sigma in your healthcare environment
- ☑ Identify a portfolio of affordable and beneficial Six Sigma projects
- ☑ Identify the appropriate people, skills and resources for successful deployment
- ☑ Ensure that improvement efforts are related to patients' and employees' concerns

Attendees will have the opportunity to share their experience and learning with others, tackling these and related topics. You will take away the tools, techniques and understandings you need to achieve and maintain Six Sigma success in your area.

### Facilitator: Enzo Di Nunzio, Managing Partner - SIX-WINNERS CONSULTING

Enzo has a strong background in leadership and business development with solid experience in finance, transaction, distribution, technology, engineering and non-profit organisations, which he applies in the context of the deployment and training of Six Sigma, Lean Management, Process Management, Work-Outs and EFQM. He worked at GE for seven years as part of the leadership team in the capacity of European Quality Leader & Key Projects. As a GE trained and certified Master Black Belt and Quality Leader, he introduced Six Sigma and trained Leadership Teams and dozens of Six Sigma Belts, leading initiatives and guiding process improvement / redesign teams who lead in positive cultural change as well as multi-million quality net incomes.

### Leadership for Six Sigma Projects in the Public Sector Workshop B: 09:00 – 12:00

Before embarking on a project it is vital that the people selected to manage and lead are equipped for the job. In this workshop, delegates will discover what factors deliver project success and secure the knowledge skills necessary for participating in projects as a project sponsor, project manager and project group member. This session will focus on leadership issues critical for Six Sigma success in all sectors.

- Success in project management requires more than an understanding of Six Sigma frameworks and statistics
- Imparting critical leadership and technical skills across the organisation
- Leadership in the Public Sector: Do the qualities required differ to those needed in profit making organisations?

Facilitator: Brendan McCarron, Operations Director SERVICES LTD.

Brendan McCarron is a well known facilitator, trainer and consultant working with organisations in the public and private sector in the UK, Africa and the Middle East. He is particularly interested in ideas about leadership and motivation in organisations and how this relates to performance. He facilitates sessions on leadership and team-working for public and in-house Six Sigma Black Belt courses.

### Integrating Six Sigma with Other Business Improvement Methods: A Public Sector Success Story Workshop C: 12:30 – 15:30

There still remains some scepticism when talking about the application of the Six Sigma methodology to public sector organisations. It goes without saying that the public sector is different to its private counterparts in a number of ways. It is true also that Six Sigma methodologies have proved themselves time and again in manufacturing, whilst stories of application in European public sector organisations are limited. But, as more and more public sector organisations around the world are discovering, if we can understand what the differences are between the environments, and with a small amount of realignment, Six Sigma can make a dramatic impact. Amongst the benefits to be reaped from Six Sigma integration in a public sector environment are; improved service quality, heightened customer satisfaction and cost savings.

Bedfordshire Magistrates' Court provides a prime example of successful Six Sigma implementation. In this interactive workshop Dr Marilyn Dyason and Professor Michael Kaye will explore all this, as well as providing you with guidance for integrating and implementing Six Sigma within your organisation.

To illustrate how implementation has recently been carried out within the criminal justice environment, a case study of Bedfordshire Magistrates' Court will be presented, focusing on the practical implementation issues, benefits gained and lessons learnt.

- Determining the holistic view of the organisation (using balanced scorecard)
- Cascading the vision into a set of critical success factors
- Establishing the burning issues to be addressed through the Excellence Model
- Identifying the expectations of customers and managing the customer-supplier relationship throughout the process (using Servqual methodology)
- Reducing variation in critical processes through the application of six sigma principles and methodology

Facilitators:

**Emeritus Professor Mike Kaye** is currently **Emeritus Professor of Operations and Quality Management** within the **Portsmouth Business School**. He is a Chartered Statistician and a Chartered Mathematician, Fellow of both the Royal Statistical Society and the Institute of Mathematics and its Applications.

**Dr Marilyn Dyason** is currently **Chief Executive of Bedfordshire Magistrates' Courts**. She has a PhD in Strategic Quality Management and has published widely in this field. She has over fifteen years experience as a senior manager within the public sector.

### How to Implement Six Sigma in a Red Cross Hospital Workshop D: 16:00 – 19:00

Although quality management is not new to hospitals, more and more are now turning to Six Sigma in order to achieve a higher rate of improvement and more substantial savings. Six Sigma provides that which other approaches cannot; a higher level of rigor and sophistication.

Used in hospitals throughout the world, Six Sigma addresses some of the most common challenges facing hospitals today. Just some of the areas to which Six Sigma is often applied include patient safety, technology optimisation, market growth, resource utilisation, length of stay and throughput.

The Red Cross Hospital in Beverwijk, The Netherlands is one of the first European hospitals to implement Six Sigma. Implementation began at the end of 2001. Since this time, the hospital has integrated various Six Sigma methods and assigned a Master Black Belt to coordinate and shape the Six Sigma organisation. Four groups of Green Belts, with 10 to 15 members each, have also been trained. To date The Red Cross Hospital has initiated thirty projects in various departments, including nursing departments.

In this workshop Jaap van den Heuvel will explain how his hospital is successfully approaching the challenges of implementing Six Sigma in a hospital and will demonstrate how this has resulted in considerable cost savings and numerous quality improvements.

- The obstacles encountered in quality improvement in a hospital
- The key elements of Six Sigma
- How Six Sigma has been implemented in the Red Cross Hospital
- The improvements achieved through working with Six Sigma
- The role and the position of Six Sigma in quality management in our hospital

Facilitator: **Jaap van den Heuvel, MD, General Director - RED CROSS HOSPITAL**, Jaap van den Heuvel became a MD at the university of Leiden in 1984. In 1988 he obtained his MBA degree at the University of Rotterdam. He worked three years as a House Officer and after that became an IT consultant specialised in electronic medical records. In 1992 he became manager of the radiology department in the academic hospital in Utrecht. In 1997 he started as General Director of the Red Cross Hospital in Beverwijk. In this hospital he introduced an ISO 9001 quality management system and Six Sigma.

**AM: SIX SIGMA IN THE PUBLIC SECTOR**

**PM: SIX SIGMA IN HEALTHCARE**

**8:00 Coffee and Registration**

**8:45 Chairman's Opening Remarks**

Six Sigma is a high-impact process, which has created productivity gains that have helped fuel double-digit sales and profit growth in the business arena. How can the public service environment adopt a successful business model?

**Brian Wolfe, Independent Business Consultant**

**9:00 Royal Mail's Six Sigma in HR Programme - Deployment Review**

The Six Sigma tool set is increasingly widely accepted as the most effective Process Improvement Methodology to date. It has its roots in manufacturing and, over recent years, it has been adapted and used to good effect in service industries firstly in the USA and more recently in the UK. Steve Hodgson and Katherine LaChance have recently deployed the methodology in the Royal Mail, initially in the HR Function and more recently in Royal Mail Operations. The results are dramatic efficiency and service performance improvements. Steve will outline how the programmes were established and delivered and how the in-house capability was developed.

**Steve Hodgson, HR Transformation Director - ROYAL MAIL**

**Katherine LaChance, Director**

**APTUS HR IMPROVEMENT SERVICES**

**9:45 Six Sigma in the Criminal Justice System**

In the Bedfordshire criminal courts, Six Sigma principles are being used to reduce the time taken to process cases from the arrest to sentence. The Six Sigma project is targeted at reducing the number of defects and errors that lead to delays in the process. Criminal justice agency leaders play an important role in maintaining the momentum of their Six Sigma programme and ensuring successful project management. This presentation will focus on:

- Creating a winning mind-set: sustaining motivation
- Cultural barriers: overcoming resistance
- Action learning approaches to team development
- Risk managing the people issues

**Dr Marilyn Dyason, Chief Executive**

**BEDFORDSHIRE MAGISTRATES' COURT**

**Emeritus Professor Mike Kaye, Emeritus Professor of Operations and Quality Management - UNIVERSITY OF PORTSMOUTH**

**10:30 Networking Coffee Break**

**11:00 The Route to Six Sigma**

Six Sigma is a sophisticated methodology that represents the culmination of increased understanding in process management and improvement issues. In practice, public sector organisations will approach Six Sigma through a series of developmental steps rather than as a single one-off approach. This session explains these steps and uses a **series of brief case studies** to illustrate how different public sector organisations have progressed their knowledge of process improvement and achieved tangible benefits both in cost savings and service improvement. It also highlights some of the organisational considerations needed to successfully embed an approach that incorporates Six Sigma principles.

**Andy Bagley, Director - TEAL CONSULTING LTD**

**NATIONAL PROBATION SERVICE FOR WEST YORKSHIRE:**

**Confirmation pending**

**11:45 Panel Discussion: Are American Six Sigma Success Stories Relevant to European Systems?**

We regularly read stories of healthcare and public sector organisations within the USA that have successfully implemented Six Sigma, and the fantastic improvements to quality of service and the substantial cost reductions the projects have generated.

One of many such examples is the New York-Presbyterian Hospital, where Six Sigma projects are planned to save the organisation over \$150 million just one and a half years after implementation. Even the CIA is currently utilising Six Sigma in order to improve the efficiency of its administrative processes.

So why do we hear so few European stories of a similar nature? Is it really the case that US systems are so different to ours that the same successes cannot be repeated here? Or should we in fact be looking at America's experiences with Six Sigma in the healthcare and public sector environments and learning from these?

**DISCUSSION LEADER:**

**Ann Esain, Senior Researcher - CARDIFF BUSINESS SCHOOL**

**12:45 Luncheon**

**14:15 Case Study: Implementing Six Sigma in a Healthcare Organisation in Ireland**

This presentation will describe how The Adelaide and Meath Hospital in Ireland approached the implementation of Six Sigma and how they overcame hurdles encountered along the way.

- Identifying and evaluating existing quality strategies and initiatives
- Designing a roadmap based on previous achievement - Our experience
- DMAIC methodology overview
- Developing an adequate training programme and building enthusiasm for the requisite change
- Lessons to be learnt to make approaches like Six Sigma effective in healthcare

**Mary Hickey, Accreditation Manager**

**ADELAIDE AND MEATH HOSPITAL**

**15:00 "Six Sigma Works for Americans But Not for Us" The North West Wales NHS Trust Seeks to Prove This Common Preconception Wrong**

Many healthcare organisations in the UK have been reluctant to embrace Six Sigma for process improvement. The North West Wales NHS Trust has been one of the first to recognise the huge cost-saving potential of a complete Six Sigma rollout. Jo Charles will discuss how Six Sigma can complement the NHS Modernisation and Service Improvement agenda

- The rationale behind the decision to use Six Sigma
- The expected benefits
- Chosen Six Sigma projects
- The latest progress in the implementation

**Jo Charles, Modernisation and Improvement Manager**

**NORTH WEST WALES NHS TRUST**

**Barbara Bird, Director - CATALYST CONSULTING LTD.**

**15:45 Networking Break with Afternoon Refreshments**

**16:00 Implementing Lean at Gwent Healthcare NHS Trust**

Gwent Healthcare NHS Trust has been working on implementing Lean processes within their organisation for the past 18 months. Working alongside the Lean Enterprise Research Centre in Cardiff, it is Gwent Healthcare's aim that Lean will improve efficiency in a variety of administrative and clinical processes.

Lesley and Lynne will detail some case studies of their experiences to date and how Six Sigma is supporting their Lean approach.

**Lesley Angel, In-Patient Placement Manager**

**GWENT HEALTHCARE NHS TRUST**

**Lynne Walbeoff, Services Improvements Manager**

**GWENT HEALTHCARE NHS TRUST**

**17:00 Chairman's Closing Remarks**

**17:15 End of First Conference Day**

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## 8:00 Coffee and Registration

### 8:45 Chairman's Opening Remarks and Recap of the First Conference Day

A short summary with the key points of Tuesday's presentations will proceed today's sessions.

**Brian Wolfe, Independent Business Consultant**

### 9:00 Six Sigma in Healthcare: Lessons Learnt from European Implementation Schemes

In this presentation Marius Buiting, a leading expert on quality issues in healthcare in Europe, takes an objective look at Six Sigma and how it can be used within this sector. Marius also shares his experiences and the lessons he has learnt from implementing Six Sigma and 'Six Sigma-like' approaches in various healthcare environments.

- Six Sigma in healthcare: How can a business management philosophy, like Six Sigma, succeed in healthcare?
- How to secure a non-market driven Six Sigma success

**Marius Buiting, MD, JD, Vice President**

**EUROPEAN SOCIETY FOR QUALITY IN HEALTHCARE**

### 9:45 Culture Change in Hospital Organisations

Valuable lessons can be learnt from the American healthcare environment. Dr Zia draws on his experiences with Decatur Memorial Hospital to demonstrate how a hospital's culture can change in order to support Six Sigma.

- Defining culture and its component parts - what do we know about high performing organisations?
- Typical hospital cultures, including patient rights, disclosure of adverse events, and perspective on errors
- How to determine the culture of your hospital - a case study of how Decatur Memorial Hospital evaluated itself
- How do organisations change the prevailing culture? The role of leadership, mission and vision, and perception
- What culture is needed to support Six-Sigma - an analysis of critical elements for success
- Envisioning a future state and working towards implementation - how Decatur Memorial Hospital is planning to provide "near-perfect" healthcare

**Dr Michael Zia, Vice President Quality and Medical Affairs**

**DECATUR MEMORIAL HOSPITAL**

## 10.30 Networking Break with Morning Refreshments

### 10:45 Using Six Sigma to Generate Financial Returns for a Hospital

One of the hurdles to implementing Six Sigma is the up-front time and cost associated with start-up, which is coupled with a concern that "desired" future financial benefits may not occur. Yale-New Haven Health System, the largest and most comprehensive integrated healthcare delivery system in Connecticut, first implemented Six Sigma in 2001. Whilst still managing their resources more efficiently, they have seen additional results in terms of improved quality of care and improved service to patients and other customers. Carolyn and Sandra will discuss how Yale-New Haven Health System gained commitment up front to make the initial investment, and what financial benefits it has received as a result of Six Sigma.

**Carolyn Salsgiver, Master Black Belt**

**YALE-NEW HAVEN HEALTH SYSTEM**

**Sandra Bacon, Master Black Belt**

**YALE-NEW HAVEN HEALTH SYSTEM**

### 11:30 Case Study: Reducing Infection Rates in Intensive Care

The project selection in Intensive Care Units has seen dramatic improvements in patient safety.

Dr Zia details how the Decatur Memorial Hospital, Illinois used Six Sigma to reduce nosocomial infections in the intensive care area.

- Overview of errors and patient safety, data from the United States including the Institute of Medicine Reports
- Historical information about nosocomial infections in hospitals, including Centers for Disease Control data
- The cost of poor quality - human and financial implications of critical care unit infections, including ventilator associated pneumonia and catheter related primary bloodstream infections
- Evidence based medicine interventions shown to reduce the risk of intensive care infections

**Dr Michael Zia, Vice President Quality and Medical Affairs**

**DECATUR MEMORIAL HOSPITAL**

## 12:15 Luncheon

### 13:45 The Impact of Six Sigma on AMI and CHF Care

In any hospital, caring for AMI (Acute Myocardial Infarction) and CHF (Congestive Heart Failure) patients is a regular occurrence. For this reason it is imperative that care processes support, document and report the highest quality care available. This idea is supported by accreditation agencies that promulgate evidence-based standards requiring compliance. Blake's presentation will demonstrate how Six Sigma allows for this compliance and delivers high quality and consistent care to Valley Baptist Health System patients.

**Blake Hubbard CHE, Director of Six Sigma**  
**VALLEY BAPTIST HEALTH SYSTEM**

## 14:30 Networking Break with Afternoon Refreshments

### 14:45 Applying Lean Six Sigma to Improve Medication Safety

Hospital medication management systems are enormously complex, have huge process variations and high rates of defects that are at times life threatening. Because of these difficulties, medication safety may be the most important healthcare project to benefit from the application of Lean Six Sigma. This presentation will demonstrate the parallels between medication management and the manufacturing industry and show how projects are aligned in the three fundamental flows: information, production and materials. All attendees will be able to identify manageable medication safety projects with meaningful measurable outcomes that will improve patient safety and staff satisfaction. Results from actual Lean Six Sigma medication management projects will be presented.

**Patricia J. Atkins, Director, Six Sigma Initiatives,**

**Clinical Effectiveness - SHARP HEALTHCARE**

**Nancy G. Pratt, Senior Vice President, Clinical**

**Effectiveness - SHARP HEALTHCARE**

### 15:30 Lean Six Sigma - Combining Tools to Maximize Effectiveness in the Emergency Department

The advantages of Six Sigma in a manufacturing environment are well documented, but Six Sigma in healthcare is in its infancy. Healthcare and the public sector have a unique opportunity to integrate both Lean and Six Sigma tools to maximize the effectiveness of both. The combination of Six Sigma and Lean provides lessons that are applicable to all areas of patient and customer throughput. Using two emergency departments as a case study, this presentation will explore the advantages and disadvantages of Six Sigma to identify problems and the use of Lean as a complementary methodology to rapidly deploy solutions to improve patient flow. This session will discuss:

- A brief overview of Six Sigma & Lean in healthcare
- Use of Define/Measure/Analyse versus Value Stream Maps to diagnosis opportunities
- The use of Lean in two emergency departments as part of the Improve phase
- The importance of Change Management in conjunction with Lean & Six Sigma

**Chuck DeBusk, Master Black Belt & Senior Consultant,**

**Performance Solutions - GE HEALTHCARE TECHNOLOGIES**

## 16:15 Chairman's Closing Remarks

## 16:30 End of Conference

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# Discover how to reduce costs and improve quality within your organisation

"The healthcare industry used to think that higher quality and lower costs couldn't coexist. Six Sigma proves it's just the opposite."

Kathy Roedel, GE Medical

Although it originated in the world of manufacturing, Six Sigma is now recognised as a highly applicable approach to quality improvement in healthcare and public service delivery.

The rationale for using Six Sigma in healthcare is strong. Stories of its current application have proven that it can successfully tackle many of the challenges faced by healthcare organisations today, such as patient waiting times, tight budgets and patient safety.

Six Sigma is seen as the way forward. Whether in the public sector, healthcare or any non-profit making organisation, Six Sigma will add substantial value to the bottom line.

Not surprisingly an escalating number of organisations within the UK and Europe have now realised the huge benefits to adopting Six Sigma.

The results speak for themselves:

"Within one month, the admissions process improvement team identified multiple scores of lost revenue based on how patients were being classified upon admission. **More than \$1 million in revenue was captured, and many internal processes were improved as a result of this first project...** The positive results of these short-term projects provided the proof the organisation needed to understand that **Six Sigma could indeed be applied to healthcare situations.**"

(Quality Digest, March 2004)

"While the cure is the subject of complex medical, political, sociological and economic debate, the diagnosis is relatively straight forward - pauperi qualitate - or in layman's terms, poor quality. **As a result, more and more physicians and hospitals are beginning to prescribe error-reducing methodologies like Six Sigma as a means of improving patient care.**"

(6 Sigma Lean newsletter April 2004)

If you think these results are only possible in the entirely different American public sector, think again...

"...the principles and improvement techniques on which Six Sigma is based (statistical analysis, understanding variation, facilitation, improvement techniques) remain entirely valid if suitably adapted to a public sector context."

(Quality World, July 2004)

"Hospitals that apply Six Sigma to identify and repair defective processes at each stage of the revenue cycle **will almost certainly reap substantial financial benefits**, including cost reductions and incremental cash collections."

(Healthcare Financial Management, November 2003)

Find out for yourself how Six Sigma can make dramatic improvements to your organisation.

**REGISTER TODAY for Six Sigma in Healthcare and the Public Sector to hear from experienced European and US organisations how Six Sigma is answering the demands of limited budgets and increasing patient safety.**

Call +44 (0)1603 612 022 and secure your place at the very first European event on Six Sigma in Healthcare and the Public Sector.

Here are testimonials from satisfied attendees at previous IXPERION conferences:

"Excellent speakers, with great quality and variety of organisations and senior positions within companies. Seemed to be something for everyone - beginners & experts."

**AstraZenica**

"Very good and interesting mix of delegates. Great opportunity to discuss experiences during breaks and dinner. Excellent selection of topics presented by speakers."

**Novartis**

"Ixpersion did a fine job. Made it very easy for me. Plenty of time for networking."

**DuPont**

"Most useful were the different perspectives on Six Sigma, good overview and good presentations."

**Bayer AG**

"Examples that showed how companies saved money were very interesting. The different ways of implementation and the different status within the Six Sigma journey were very good, too."

**Boehringer Ingelheim**

"Becoming exposed to and interacting with other companies for status, experiences and thoughts, was most beneficial."

**Aventis**

## Who Should Attend

This conference has been researched with, and developed for, European quality professionals and senior executives working within the healthcare and public sectors. Whether you are in the process of raising your organisation's quality levels or at Six Sigma implementation stage, or on a path-finding mission, this conference has been developed to meet YOUR needs. Who will benefit from attendance at this conference?

Chief Executives • Managing Directors • Senior Civil Servants  
Directors and Leaders of Quality Improvement / Management  
Vice Presidents and Directors of Risk Management  
Directors of Six Sigma • Transformation Managers / Directors  
Modernisation Managers • Directors of Risk Management  
Continuous Quality Improvement Directors  
Project Directors • Risk and Claim Directors  
Six Sigma Champions • Master Black Belts  
Black Belts • Green Belts

...as well as executives from clinics, managed care plans, insurance companies and medical suppliers that are looking to optimise their organisation's quality levels.

## Sponsorship and Marketing opportunities

This conference will provide direct access to a pre-qualified audience that is almost impossible to reach through traditional marketing channels. Unlike larger exhibitions our events are content focused, ensuring the highest level of attendees. Sponsors and exhibitors are also guaranteed repeat exposure because we limit the number of opportunities available.

To find out more about the broad range of promotional opportunities available please call Richard on +44 (0)1603 612 022 or email: [rc@ixperion.com](mailto:rc@ixperion.com)



GOAL/QPC, your source of help in deploying Six-Sigma, proudly announces two new Memory Jogger™ specifically designed for your Six Sigma Leaders and Teams. All attendees of the **Six Sigma in Healthcare and the Public Sector** will receive a copy of each new Memory Jogger with their conference documentation in London

### The Black Belt Memory Jogger™

Provides new and experienced Black Belts and others with guidance on their roles, and contains tips and step-by-step instructions for performing more than 21 advanced Six Sigma tools. Starting with the DMAIC Model, The Black Belt Memory Jogger™ offers 25 chapters of Six Sigma know-how.

### The Six Sigma Memory Jogger™

A portable teaching and reference guide for everyone in the company, The Six Sigma Memory Jogger™ II explains the What, Why and How of Six Sigma. Provides a Six Sigma Overview, explains the DMAIC process and offers detailed instruction on how to perform over forty Six-Sigma analytical, decision-making and planning tools.

**EARLY BIRD DISCOUNT Register before 1st October and save up to £250 PLUS 20% discount for NHS Employees**

# Booking form and administrative details

**Dates Workshops:** Monday 18th October, 2004  
**Conference:** Tuesday & Wednesday, 19th & 20th October, 2004

**Venue The Selfridge Hotel**  
Orchard Street, London, W1H 6JS  
Tel: +44 (0)20 7204 6700  
Fax: +44 (0)20 7204 6768

**FEES** Secure your **Early Bird Discount!** Register before 1st October and save up to £250!

Conference only	<input type="checkbox"/> £999 + VAT = £1173.83
<b>EARLY BIRD</b>	<input type="checkbox"/> <b>£899 + VAT = £1056.33</b>
Conference & Workshop A	<input type="checkbox"/> £1498 + VAT = £1760.15
<b>EARLY BIRD</b>	<input type="checkbox"/> <b>£1298 + VAT = £1525.15</b>
Conference & 1 Workshop B <input type="checkbox"/> or C <input type="checkbox"/> or D <input type="checkbox"/>	<input type="checkbox"/> £1398 + VAT = £1642.65
<b>EARLY BIRD</b>	<input type="checkbox"/> <b>£1248 + VAT = £1466.40</b>
Conference & 2 Workshops B <input type="checkbox"/> or C <input type="checkbox"/> or D <input type="checkbox"/>	<input type="checkbox"/> £1797 + VAT = £2111.48
<b>EARLY BIRD</b>	<input type="checkbox"/> <b>£1597 + VAT = £1876.48</b>
Conference & Workshops B, C & D	<input type="checkbox"/> £2196 + VAT = £2580.30
<b>EARLY BIRD</b>	<input type="checkbox"/> <b>£1946 + VAT = £2286.55</b>

## WORKSHOPS ONLY

Workshop A	<input type="checkbox"/> £499 + VAT = £586.33
<b>EARLY BIRD</b>	<input type="checkbox"/> <b>£399 + VAT = £468.83</b>
1 Workshop B <input type="checkbox"/> or C <input type="checkbox"/> or D <input type="checkbox"/> only	<input type="checkbox"/> £399 + VAT = £468.83
<b>EARLY BIRD</b>	<input type="checkbox"/> <b>£349 + VAT = £410.08</b>
2 Workshops B <input type="checkbox"/> or C <input type="checkbox"/> or D <input type="checkbox"/> only	<input type="checkbox"/> £798 + VAT = £937.65
<b>EARLY BIRD</b>	<input type="checkbox"/> <b>£698 + VAT = £820.15</b>
3 Workshops B and C and D only	<input type="checkbox"/> £1197 + VAT = £1406.48
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