

## Quality Improvement Faculty



### Jane Bishop

Master Lean Sigma Healthcare Black Belt  
MSC, RGN, RSCN

Jane knew several good reasons to pursue a career in nursing. Firstly it was a family business, her sister is also a nurse and, secondly, a career in nursing provided her with job security and stability. It also provided the certainty of spending important seasonal holidays, such as Christmas, with her friends...at work. Training as a Registered General Nurse in London, UK, Jane soon found an area of nursing that was well suited to her high energy levels and her need to solve problems rapidly - the Emergency Department. After rising through the ranks from student to Emergency Department Head Nurse and also qualifying as a Registered Paediatric Nurse en route, Jane decided to flee the cold UK winters and went to work in the Emergency Room of Palm West Hospital, Florida.

Working in the USA exposed Jane to Lean working practices in healthcare for the first time. She became lead for the peer review committee on quality issues and gained extensive insight into risk management and continuous quality processes within a healthcare setting.

Returning to Ireland, Jane studied for a Master's Degree in Strategic Quality Management & Lean Systems and graduated with Honours from the University of Limerick. Her job as Trauma Services Manager in the Health Service Executive (HSE) allowed her to bring Lean Thinking to both the Senior Management and front line staff in Waterford Regional Hospital.

As Senior Lean Healthcare Facilitator for Leading Edge Group, Jane has travelled extensively and has led an array of Lean and Six Sigma projects. Her work to date includes using Lean to improve processes in emergency departments, acute medical units, outpatient and orthopedic departments, mental health, community care, as well as support areas including supplies and medical records departments.

Jane has a deep understanding of the issues affecting Healthcare today and understands the concerns of the staff she engages with as she has 'walked that mile' in their shoes.

Her final reason for becoming a nurse was her fear of needles. Jane reckons it is far better to give than to receive.



## Samantha Waytowich

### LEAN SIGMA BLACK BELT

Samantha Waytowich has been a Lean Sigma Black Belt for the past 9 years. Before becoming a consultant and trainer for Leading Edge Group, Samantha worked within a national healthcare organization, supporting client services and analytical operations as a coach, trainer and project lead. Her work has extended throughout the value stream, with many project outcomes replicated nationally throughout the

business.

A significant piece of Sam's work included leading a series of Kaizen events that developed a "Provincial Model Patient Service Centre" concept. This Lean Sigma workflow redesign resulted in reducing the patient wait time by 40% during peak periods, while still maintaining expected quality/regulatory standards.

Her most recent work involved the implementation of a national solution to the electronic handling of requisitions. This process improvement initiative has reduced the lead time for troubleshooting requisitions, leveraged physical space for value-added business and significantly reduced the need for long term requisition storage contracts.

Sam has led a wide variety of Lean Healthcare initiatives, including the application of 5S across a Post Anesthetic Care Unit at a 600-bed hospital; the development of a plan for pilot testing ED value stream future state improvements and discharge planning process improvements at a rural hospital.

In 2009 Sam was a guest speaker at the Insight Lean in Healthcare conference, "Applying Lean Sigma across Multiple Sites", sharing some of the concepts that make replication of Lean Sigma successful. She is passionate about improving the patient experience with Lean and Six Sigma and effectively facilitates teams to discover solutions within their own subject matter expertise.

Samantha has been a board member on the Canadian Society for Chemical Technologists (CSCT) Board of Directors since 2006. In this role, she has participated in many speaking engagements, attended board meetings with other executives and held the portfolio of student relations.

Throughout her career, Samantha has worked closely with executives from several different types of organizations. Either through facilitation and directing of project teams, training/mentoring or acting as expert council on Lean Sigma methodology.

Samantha is a lead trainer delivering and mentoring on Leading Edge Group and OHA Lean Healthcare Yellow, Green and Black Belt programs.



## Linda Hunter

Lean Healthcare Consultant  
MSC (Nursing)

Linda is an executive healthcare leader who works as a healthcare consultant and coach. Her areas of expertise include organizational change; performance measurement; quality and process improvement and group facilitation. Linda is a nurse with a Master's Degree and over 28 years experience working in the health sector. She successfully completed her executive leadership training at Queen's University and the Champlain Local Health Integration Network's Senior Leadership course.

Linda is also a certified patient safety officer, and is a patient safety education program facilitator and trainer. Linda holds certifications in Root Cause Analysis and Failure Mode Effects Analysis. Linda is a certified Green Belt in Lean and is currently finishing her PhD in Nursing Sciences at the University of Ottawa. Linda is focusing her research on leadership, learning culture, patient safety culture and adverse events.

Linda recently held the position of Director of Quality and Patient Safety at The Ottawa Hospital. Prior to that, she worked at the Conference Board of Canada conducting research nationally in Canada, and at Accreditation Canada working with the First Nations and Inuit healthcare organizations. Linda is passionate about quality and process improvement and patient safety, and thrives on helping staff and organizations reach their outcome goals.



## Anand Nicodemus

Six Sigma Black Belt  
P.ENG., CISA

Currently Business Process Strategist with the City of Calgary's Water Services, Anand has consistently helped clients transform their operations by reduction in operating costs (15-78 %), revenue enhancement (6% upwards) and improvement in their customer experience measured by either the Net Promoter Score (NPS) or Customer Satisfaction Index (CSI).

With 25 years experience, of which 18 years has been in "technology independent" operational improvement, Anand has experience using Lean, Six Sigma, BPI, BPM (using technology such as Ultimus BPMS and Telelogic Enterprise Architect) and BPR in a range of industries – utilities, downstream oil and gas, construction, banking, financial services, transportation, insurance, property development, manufacturing, high technology, electronic marketplaces, commodity markets, law enforcement, government, retail, facilities management, economic zones and healthcare.

Anand has led the set-up and operation of a Lean Six Sigma based Continual Improvement framework that generated large cost savings/avoidance and enhanced service in a government-owned globally present diversified group. The framework supported the public sector reform agenda and resulted in the release of capacity and its deployment in new revenue lines. The overall impact of the program was quantified to be in excess of \$500 million annually. As principal consultant for AGN (Accountant's Global Network), Anand set up and operated a successful process improvement consulting practice in the Middle East.

Two factors that largely contributed to Anand's success are (a) an approach that emphasizes employee engagement and empowerment and (b) the powerful use of tool kits such as Lean and Six Sigma; deployed within a well designed and robust continual improvement framework.

Anand is a professional engineer and holds certifications in Lean, Six Sigma and re-engineering. He has had the privilege of learning about the deployment of continuous Improvement strategies from the world renowned grandmaster - Dr. James Harrington - and the Kaizen guru - Masaki Imai. Anand also teaches Lean and continuous improvement at the Mount Royal University.