CONTACT INFORMATION

Nicholas Lavierii

nicholas.lavieri@nychhc.org

212.788.3604

Breakthrough Facilitator and Trainer

(Director)

Organizational Innovation and Effectiveness

New York City

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The **New York City Health and Hospitals Corporation** (HHC) is a $6.7 billion integrated healthcare delivery system and is the largest municipal healthcare organization in the country. Driven by its mission to serve all New Yorkers regardless of ability to pay, HHC serves 1.3 million New Yorkers every year, more than 450,000 of whom are uninsured. HHC provides medical, mental health and substance abuse services through its 11 acute care hospitals, four skilled nursing facilities, six large diagnostic and treatment centers and more than 80 community based clinics. HHC operates its own 385,000 member health plan, MetroPlus, and HHC Health and Home Care provides in-home and telehealth services in three boroughs across the city.

*Breakthrough* (Lean/Toyota Production System) is HHC’s fundamental approach to problem solving and improvement. In late 2007, HHC initiated the use of Lean to achieve exponential improvements across clinical, operational and financial dimensions of the system. To date, $217 million in cost savings and new revenue have been generated through 840 rapid improvement events at 15 sites, including the corporate office. Achievements in perioperative services, emergency departments, ambulatory care, behavioral health and more than twenty additional value streams are replete throughout the system.

POSITION SUMMARY

MORE ABOUT HHC:

HHC facilities are the recipients of multiple awards and certifications for patient safety, quality of care and innovation, including the National Quality Forum and The Joint Commission's John M. Eisenberg Award for Innovation in Patient Safety and Quality, the Pinnacle Award for Quality Improvement and Patient Safety from HANYS, the Ernest Amory Codman Award from The Joint Commission, Magnet recognition by ANCC, the Life and Breath Award by the American Lung Association, the CEO IT Achievement Award from the Healthcare Information and Management Systems Society and Modern Healthcare Magazine, and Gold and Silver Performance Awards, designated jointly by the American Heart Association and the American Stroke Association.

Exciting opening in the corporate Breakthrough office of New York City Health and Hospitals Corporation for a seasoned Lean professional. Reporting to the Corporate Breakthrough Deployment Officer, the director is a central member of the corporate Breakthrough team. The director will facilitate Breakthrough events, manage select projects and provide training to support enterprise and site efforts with the goal of thoroughly embedding Breakthrough as a philosophy and a set of tools and as the corporation’s fundamental approach to problem solving and development. The director will mentor junior facilitators and trainers and assist these individuals in obtaining the skills and experience needed for their continued professional growth.

SPECIFIC RESPONSIBILITIES

*Breakthrough Event Facilitation:*

Develop, prepare for, conduct and complete follow-up work for Breakthrough Rapid Improvement Events, Visioning Workshops, Value Stream Analyses, Vertical Value Stream Analyses, 2P and other Breakthrough events. Working collaboratively with value stream stakeholders:

* + Align improvement activity type with improvement needs as represented by stakeholders and as feasible given the knowledge and skill level of participants
	+ Facilitate scoping and scheduling of a full schedule of RIEs, projects and JDIs resulting from VSAs
	+ Working with executive sponsors, process owners, sensei and Breakthrough staff, develop a detailed scope and charter for all events planned to take place within the next quarter
	+ Maintain oversight of pre-event planning activity participates on value stream steering committees, assists in data collection and analysis, coaches and mentors team leaders
	+ Participate in the identification of event team members and team leaders
	+ Facilitates improvement and planning events, including application of A3 thinking and completion of an event A3: development of reason for action, initial and target state, gap analysis, solution approach, rapid experiments, completion plan, confirmed state and insights, and coaches team leaders to assume the lead teaching role
	+ Ensure the timely completion of event reports, event A3s and all other requisite documentation
	+ Facilitate the transfer of improvement ownership from event teams to process owners
	+ Provide training and coaching to process owners post-event to ensure development of gemba process control boards, posting and application of standard work and training of improvement area staff

*Project Management:*

* Participate in the ongoing development of the HHC Improvement model, i.e., development of standard work, visual management tools, assessment and development of ‘best today’ practices
* Provide consultation to sites to support event facilitation, problem solving, event scoping, infrastructure development and more
* Develop educational tools and materials, i.e., brochures, signage, activity boards, intranet site articles, etc.

*Training:*

* Assist in the development of Breakthrough related training materials, i.e., gemba cards, recipe cards, training curriculum
* Provide training as needed to enterprise and site groups, including Green Lean Certification training, Process Owner training and A3 and 6S workshops
* Provide ongoing coaching and training to general and Breakthrough office staff
* Mentor and coach junior facilitator/trainers, including establishment and maintenance of personal development plans and identification of continued learning opportunities
* Provide training as needed to executive sponsors, process owners and other central office staff

QUALIFICATIONS

Lean/Toyota Production System/Breakthrough experience required, with an emphasis on continuous improvement and learning. The candidate will have a master’s degree in a health or human services-related field, operations management or engineering, and at least 5 years experience in a management, training and/or coaching position; ideally in a hospital, large health center or relevant service organization. Lean/TPS experience in a non-health sector may be considered as a substitute for health care experience if this experience is directly transferable to the lean model utilized by HHC. A combination of experience, training and education may be substituted for part of the education requirement. Experience working in HHC is ideal, as is experience conducting and participating in the development of improvement efforts within a health care institution. The candidate will demonstrate highly developed ‘people’ skills, enjoy working collaboratively with individuals and groups, be a highly motivated self-starter who embraces change and enjoys working with people. A history of successful project management and completion and excellent written and verbal communication skills is required. Data management and measurement experience is highly desirable. The candidate will want to be part of a fast-paced, productive team of energized individuals who are driven by the organizational mission.

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\*Lean experience will enable the candidate to provide immediate added value, and thus is a strong positive quality for this position. However, a candidate who has significant, relevant health care experience in HHC, who also exhibits the characteristics required for Breakthrough leadership, i.e., rapid learning, humility, vision, strategic thinking, strong analytical skills and creativity, will also be considered.