

## **BIOGRAPHICAL SKETCH**

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Colleen Kindler is a senior consultant who has worked with healthcare and hospital groups to implement Lean Six Sigma. Her facilitative leadership has engaged executive, medical and administrative levels of employees to find ways to increase efficiency and reduce operating costs. Ms. Kindler has conducted Champions training for executives, as well as Black Belt and Green Belt training for project leaders.

Ministry Healthcare and Riverview Hospital Association were two healthcare systems that initiated a company-wide lean six sigma approach to streamline processes and increase efficiency. Colleen's work with Ministry Healthcare executives began with an assessment of current strengths and challenges to identify potential projects that were screened to impact strategic focus areas. With facilitative support, executives outlined the deployment strategy to implement the foundation for continuous improvement, including how results will be monitored and tracked. Colleen also trained 40 project leaders in the skills related to problem solving, data analysis and change management. Mentoring Black Belts to support projects and certifying internal trainers allowed the program to expand. After two years, the program office was self-sustaining in providing training and support to project teams.

Alberta Health Services launched a province-wide initiative to improve patient flow through the Emergency Departments of 5 urban hospitals to meet length of stay targets. Colleen collaborated on the development of cross-functional working groups comprised of physicians, nursing staff, and front-line health care personnel to map the patient journey, prioritize pain points, analyze causal data and use lean tools to match staffing with patient demand. Kaizen events produced streamlined workflow for Intake areas of moderate acuity patients to be seen quicker by a physician and move to diagnostic testing or treatment spaces. The project successfully completed on time and showed progress to goals despite 17% increase in patient volumes.

A Kaizen project for BJC Healthcare in St Louis resulted in the standard work of stocking supplies in patient examination rooms where previously each room was stocked according to doctor preferences. Ms. Kindler is able to share stories from a variety of healthcare experiences in her training and consulting work to help participants learn Lean Six Sigma tools and make meaningful translations to project work.

Colleen holds a B.S. in industrial engineering from Bradley University and an M.B.A. from Loyola University of Chicago, where her thesis contributed to a study on service guarantees conducted jointly with the Harvard Business School. She is a certified Black Belt by the American Society for Quality.