

NAVY MEDICINE WEST  
DIRECTOR FOR PROCESS IMPROVEMENT

INTRODUCTION

The Navy Medicine West (NMW) Director for Process Improvement serves as the technical expert and program manager for Lean Six Sigma (LSS), Continuous Process Improvement (CPI), Knowledge Management (KM) and Project Management (PM) initiatives encompassing the NMW area of responsibility (AOR) covering 12 medical and dental treatment facilities and the Navy Medicine research and development (R&D) commands. The position is within the Directorate for High Reliability/Office of the Chief Medical Officer (Code M5) at NMW, an Echelon 3 regional command under the Navy Bureau of Medicine and Surgery (BUMED). The incumbent reports to the Deputy Chief of Staff for High Reliability with responsibility to the Commander, NMW. This is an influential position that interfaces with enterprise, regional and MTF leadership at all levels, driving innovative projects that support improvements in efficiency, innovation, quality and patient safety across NMW on a pathway to High Reliability. The position helps to ensure that CPI projects and subsequent decisions align with DHA, SECNAV, Joint Commission, BUMED (Navy Medicine Process Improvement Program) and other established professional standards. He/she promotes a culture of continuous process improvement through innovation and efficiency that optimizes quality health care delivery.

APPOINTMENT

- Active Duty, any Corps (2xxx) with a rank of O-4 through O-6.
- Must be immediately available for appointment to NMW, UIC: 68906

MAJOR DUTIES AND RESPONSIBILITIES

Subject Matter Expert/Advisor and Program Manager

- Regional lead for the Continuous Process Improvement (CPI)/Lean Six Sigma (LSS) program deployed throughout NMW commands utilizing innovative methods and development of PI strategic goals aligning with the strategic mission and vision of the Commander, NMW. This position will advance the highest quality, patient safety and High Reliability initiatives through the employment of advanced process improvement tools.
- Ensures representation of regional PI needs crafting resource requests and setting regional policy standards that define PI for NMW and influences the management and execution of CPI strategy enterprise-wide.
- Oversees the NMW PI program measuring and tracking quantitative and qualitative benefits, generating Return on Investment (ROI) metrics, measures of strategic alignment maintaining a database of these results and regularly preparing executive level briefs on the program to regional and enterprise leadership.
- Supervises contract LSS, Knowledge Management and other government and contract PI modalities assigned to NMW for deployment at regional headquarters and throughout the regional commands. Serves as first-line supervisor for Lean Six Sigma, Knowledge

Management, project management, and analytics human resources supporting regional PI programs and initiatives.

- Oversees time and attendance, performance appraisals and other supervisory duties for assigned contract, government and/or Active Duty staff.
- Manages training programs for LSS, PM, change management and others as implemented by higher authority and maintains keen awareness and understanding of the full continuum of PI tools and methodologies including 4DX and other process improvement tools provided by the enterprise. Skillfully utilizes available resources and develops a regional strategy to ensure these modalities are available to commands in the area of responsibility (AOR). May serve as a LSS instructor in Champion and Green Belt courses or others directed by regional and/or enterprise Process Improvement Office (PIO) leadership.
- Manages and provides for continual updates of the regional CPI project repository containing documents related to all LSS PI initiatives
- Skilled facilitator and collaborator interfacing with BUMED PIO, Navy Medicine East (NME), Navy Medicine Training and Logistics Command (NMETLC) and other key enterprise stakeholders to develop strategic policy in support of short and long-term NMW CPI policy in keeping with Commander, NMW guidance and directives from higher authority to ensure strategic alignment and quality is maintained throughout the region. Through close collaboration with BUMED PIO, utilizes other PI tools such as Organizational Development (OD) and Health Systems Engineering (HSE).
- Facilitates provision of executive support services to commands utilizing regional and enterprise resources, such as strategic planning off-sites (Executive Planning Sessions) and conduct of Value Stream Analyses (VSAs) for NMW commands with an emphasis on continuous process improvement. Leverages process improvement tools, project management, knowledge management and change management techniques. The goal will be to assist with prioritization of projects related to the NAVMED strategic plans (e.g. Patient Safety Change Plan) from BUMED PIO and other higher authority.
- Responsible for regional PI deployment, training, sustainment and longitudinal tracking of results internally for NMW and Navy Medicine program leads as requested.
- Provides support to PI resources at the Commands, interfacing with command Chief Medical Officers (CMOs) and links to the Region CMO providing PI guidance and requirements to Regional/Command Performance Improvement Specialists ensuring mission success and serves as a first-line resource to command Black Belts and Continuous Process Improvement Officers.
- Participates in the BUMED Performance Improvement Advisory Committee (PIAC) meetings and is designated as the PIAC representative for NMW providing regular updates and visibility on PIAC proceedings and decisions to NMW Deputy Chief of Staff/Chief Medical Officer to inform regional representation on the BUMED Quality Collaborative Synchronization Board (QCSB).
- Oversees regional PI portfolios and oversee Command PI portfolios to ensure alignment from a regional perspective and provides guidance, training, and assistance for regional commands on LSS projects regarding quantitative and qualitative techniques, quality process improvement, cost benefit analysis, and project management.
- Works synergistically with regional commands to identify and develop PI projects and initiatives that advance regional and enterprise quality, patient safety and High Reliability objectives, and facilitates presentation in regional and enterprise forums for eventual adoption when applicable

(via Regional Quality Collaborative and higher level PI review groups such as PIAC and QCSB).

- Analyzes and facilitates reports, and develops recommendations to improve quality in the delivery of healthcare, increasing patient safety, reducing costs, and establishing appropriate process metrics and controls. Maintains accurate financial records pertaining to PI program and project benefits and ensures availability of this information for higher-level reports and data-calls.
- Reviews, endorses, and approves chartered PI projects submitted for Green Belt certification purposes that have been formally analyzed and validated by the regional Lead Master Black Belt.
- Provides advisory services and keep abreast of issues, trends, and developments in the areas of Performance Improvement, Project Management, Change Management, Strategic Alignment, Patient Safety, Risk Management, healthcare quality initiatives (including Failure Modes Effects Analysis- FMEA) to allow for the rapid, proactive development of strategies, and plan for adoption of ideas, best practices, and execution of strategic priorities.
- Collaborates with the Performance Improvement, Project Management, Change Management, Patient Safety, Risk Management, and Quality Management communities to share, transfer, and implement best practices and lessons learned from projects, private industry, and other government activities/agencies.
- Recognizes, identifies, and advises leadership of potential improvement opportunities, and assists leadership in defining project scope, priority, and project staffing. Advises management officials in the decision making process with the goal of optimizing scarce resources. Regularly briefs prospective NMW COs/XOs and other regional leaders on regional PI initiatives and structure and provides regular PI updates to the NMW Executive Steering Council, Board of Governors and Regional Quality Collaborative as requested.
- Keeps leadership and staff informed of issues, trends and developments in the areas of Lean Six Sigma and CPI to allow for the innovative, rapid and proactive development of strategies and plans to adopt new ideas and best practices region-wide.
- Evaluates LSS project proposals submitted by internal NMW regional headquarters staff to determine their suitability and provides technical direction in areas of project management, team building, facilitation, process improvement analysis, and the methodology required to develop and substantiate a business case for the selected project.
- May initiate projects based on leadership and review projects for improvement replication throughout the region.
- Coordinates the annual regional CPI competition, establishing guidelines and marketing, categories, dates and location of the fair and engages regional command submissions through a variety of methods to encourage maximum participation and is innovative in creating appropriate methods to recognize regional staff throughout the AOR on behalf of the Commander, NMW.
- Provides subject matter expertise in the development and training necessary to grow a cadre of Black and Green Belts to sustain Continuous Process Improvement, Project Management and other Robust Process Improvement tools throughout the region.
- Identifies and recommends tools, software, and training to facilitate CPI and LSS projects, to include CPIMS and Minitab, among others.
- May perform additional duties required of the position as directed.

## KNOWLEDGE REQUIRED BY THE POSITION

- Must have successfully completed Navy-approved LSS Green Belt or Black Belt training with certification strongly preferred. A strong track record of completed projects and evidence of mentoring other staff is highly recommended.
- Comprehensive knowledge of LSS principles and methods including: principles of Lean; Value Stream; flow, pull and perfection; Define, Measure, Analyze, Improve and Control (DMAIC) and other methods.
- Comprehensive knowledge regarding how to extract, manipulate, analyze, and evaluate healthcare data supplied by LSS Belts, analysts, and standard health information systems.
- Ability to utilize advanced database programs such as Microsoft Excel, Microsoft SharePoint, CPIMS, and other data sources is highly recommended.
- Comprehensive knowledge of LSS methodologies to lead, teach, mentor, coach, advise, and communicate the meaning, assumptions, and use of quantitative and qualitative tools to LSS team members, management, stakeholders, suppliers and customers.
- Broad portfolio of experience involving senior leadership positions, quality management, strategic planning, and analysis.
- Demonstrated mastery of a wide range of qualitative and quantitative methods for the assessment and improvement of complex management programs, processes, and systems.
- Possesses strong interpersonal skills, personnel assessment and evaluation skills and effective written and verbal communication skills to enable effective communication to senior executives and Flag-level leadership.
- Comprehensive knowledge to utilize the appropriate mathematical and statistical tools and commercial software tools such as MiniTab and iGrafx.
- Comprehensive knowledge of team building, consensus gathering techniques and team facilitation skills and the ability to mentor individuals and teams in LSS concepts and methods.
- Patient safety, risk management, quality management and Joint Commission process/standards knowledge and application are highly desired as is in-depth knowledge of a wide breadth of military command structure, mission, and programs.

#### SUPERVISORY CONTROLS

- The incumbent reports directly to the Deputy Chief of Staff for High Reliability (M5)/Chief Medical Officer, NMW.