

ISAAC B. MITCHELL

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SENIOR EXPERIENCED CONTINUOUS IMPROVEMENT LEADER AND CHANGE AGENT

Lean Six Sigma Black Belt, Project Management Professional, and Certified Professional in Healthcare Quality with a career focus in driving change utilizing continuous improvement methodologies in organizations ranging from high volume manufacturing, to custom job shops, to healthcare systems. Specialist in implementing lean techniques that transform work cultures to improve processes and outcomes. Extensive background in training, coaching, and empowering employees in daily continuous improvement. Collaborates with all levels of the organization in a caring and compassionate way to understand the current condition and develop solutions to complex problems.

Areas of expertise include:

- Department Management
- Lean Culture Change
- Leading Kaizen Events
- Six Sigma Analysis
- Project Management (PMP)®
- Value Stream Mapping
- Root Cause Problem Solving
- 5S Programs
- Facility Design
- Capacity Planning
- Capital, FTE, and Operating Budget Development

PROFESSIONAL EXPERIENCE

EAST TENNESSEE CHILDREN'S HOSPITAL, Knoxville, TN

October '14 – Present

Director, Lean Continuous Improvement

Plan, develop, and manage department's capital, operating, and FTE budgets. Transformed lean program from a project based initiative to a culture that empowers all employees in root cause problem solving as part of their daily work of providing ideal patient care. Lead lean surgical services design published in the book *Lean Hospitals*.

Key Contributions:

- **Implement Unit Based Idea Boards:** Implemented the use of department based idea boards to engage front-line staff in problem-solving to reduce cost, improve quality, improve patient and staff satisfaction, and increase productivity. Over 1000 staff improvement ideas implemented.
- **Established Unit Based Problem Solving Coaches:** Trained 300+ hospital employees as lean problem-solving coaches to support front-line staff in unit based problem solving.
- **Lean Facility Design for \$75M Hospital Expansion:** Utilized simulation modeling to determine room capacity and staffing requirements. Model resulted in \$812,000 cost avoidance of two planned operating rooms. Analyzed new facility equipment needs with current equipment resulting in a budget savings of \$560,000.
- **OR Pre-Admission Redesign:** Evaluated pre-operative patient questions in multiple EMR modules that reduced the number of questions by 62% and consolidated EMRs to improve 1st case on-time starts from 29% to 58%.
- **Lab 5S:** Led kaizen event that reduced staff walking distance by 21% and created 109ft² of bench space that resulted in College of American Pathologist re-accreditation while improving staff satisfaction scores by 36%.

EAST TENNESSEE CHILDREN'S HOSPITAL, Knoxville, TN

September '09 – September '14

Lean Process Coordinator

Established the hospital's first lean department in a 152 bed comprehensive regional pediatric center. Conducted hospital-wide lean education and training sessions across multiple departments and workforce levels. Facilitated over 120 kaizen events that focused on eliminating waste while improving safety for our patients, families, and staff.

Key Contributions:

- **PICU Direct Admit Process:** Redesigned patient admission process using value stream mapping to reduce patient length of stay from an average of 17 hours to 10 hours.
- **Pharmacy Design:** Led value stream mapping session to facilitate the redesign of the pharmacy which resulted in reducing Pharmacist walking distance by 52% and order turnaround time by 18%.
- **Kanban System:** Established a sustainable system to control non-chargeable supplies inventory in five units. Calculated inventory levels, safety stock, and reorder points to meet patient demand. Decreased staff non-value added inventory time by 76%. Reduced inventory levels by an average of 41% resulting in \$89,900 in savings.
- **Employment Status Change Process:** Facilitated team in automating the employee status change process which resulted in a 62% time reduction for system updates benefiting employees, Human Resources, and Finance.

ROTEK INCORPORATED A THYSSENKRUPP COMPANY, Florence, KY

June '07 – September '09

Lean Systems Engineer

Led lean manufacturing implementation in two large diameter mix modeled bearing facilities. Created and implemented company-wide metric boards that focused on four key performance indicators: productivity, on-time delivery, safety, and product quality. First year documented kaizen event cost savings of over \$200,000 dollars.

Key Contributions:

- **New Facility Production Planning:** Utilized value stream mapping to determine correct product mix, product flow, machine needs, and labor needs to meet market demand for a \$25 million dollar plant expansion
- **Implemented Work Cell Production Methods:** Conducted time and motion studies to eliminate non-value added operations that increased throughput by 60% for the 2x38 military bearing line.
- **Production Line Transfer:** Worked with both union and non-union facilities to successfully transfer wire race production between two sites. Developed project schedule and work standards that included training front-line operators at the Germany-based parent facility.

TOYOTA ENGINEERING AND MANUFACTURING OF NORTH AMERICA, Erlanger, KY

September '05 – June'07

Service Parts Engineering Specialist, Production Control

Established replacement service parts considering repair cost, productivity, logistics, part price, and quality of repair by interfacing with designers, suppliers, and manufacturing plants to achieve optimum form. Provided project management of past model service parts transfers from Toyota plants to offsite supplier facilities.

Key Contributions:

- Utilized 'The Toyota Way' problem-solving technique to reduce unnecessary engineering change request from 17% to 10% in one fiscal year.
- Planned and executed supplier mass production trails to ensure the quality of supplied parts, resolve production dilemmas, and instruct suppliers on Toyota's quality standards.

EDUCATION

Master of Business Administration
Xavier University, Cincinnati, OH

Bachelor of Science in Industrial Engineering
University of Tennessee, Knoxville, TN

CERTIFICATIONS, NOTABLE TRAINING, AND TECHNICAL PROFICIENCIES

- Certified Professional in Healthcare Quality (CPHQ), *National Association for Healthcare Quality ...* September '16
- Project Management Professional (PMP), *Project Management Institute* November '15
- Diplomate (DSHS), *Institute of Industrial Engineers Society of Health Systems* October '15
- Six Sigma Black Belt Certification, *Institute of Industrial Engineers*..... May '14
- Lean Black Belt Certification, *Institute of Industrial Engineers* December '11
- Lean for the Operating Room, *The University of Tennessee Center for Executive Education* November '10
- Toyota Production Systems, *Toyota North America* January '06

AutoCAD LT | Microsoft Visio | Meditech | SAP | Simul8 Simulation

HONORS AND ACTIVITIES

- Board of Directors - Tennessee Hospital Association (THA) Tennessee Society for Organizational Improvement
- Board of Directors - Institute of Industrial and Systems Engineers (IISE) Society for Health Systems
- Communications Committee - American College of Healthcare Executives (ACHE) East Tennessee Affiliation
- Graduate - Leadership Knoxville, Introduction Knoxville 2016
- Instructor - University of Tennessee's Department of Industrial Engineering Lean Enterprise Summer Program
- Instructor - Institute of Industrial Engineers Lean Green Belt Course
- Mentor - Tennessee Promise College Scholarship Program
- The Outstanding Undergraduate Industrial Engineering Student Award – The University of Tennessee