

ISAAC B. MITCHELL

865-228-7429 | isaac.mitchell@gmail.com | www.isaacbmitchell.com | www.linkedin.com/in/isaacmitchell

SENIOR EXPERIENCED OPERATIONS DIRECTOR AND CONTINUOUS IMPROVEMENT LEADER

Project Management Professional, Lean Six Sigma Black Belt, and Certified Professional in Healthcare Quality with a career focus in driving change utilizing Lean operational excellence in organizations ranging from high volume manufacturing, to custom job shops, to healthcare systems. Extensive background in training, coaching, and empowering employees in daily continuous process 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 & Six Sigma Programs
- Data Analytics
- Project Management
- Root Cause Problem Solving
- Supply Chain Management
- Facility Design
- Forecasting/Capacity Planning
- Budget Development

PROFESSIONAL EXPERIENCE

DeRoyal, Powell, TN

January '18 – Present

Director of Operations: Operations leader for Continuum an RFID based solution for automated inventory control, point-of-use consumption, and patient charge capture. Continuum provides real-time reporting that ensures the most accurate business analytics and allows the end user to quickly and easily monitor important metrics.

East Tennessee Children's Hospital, Knoxville, TN

September '09 – January '18

Director of Business Analytics (May '17 – Present): Leading a team to continually review past business performance and investigate current market trends to build actionable insights to proactively plan and implement data-driven strategic business objectives.

Key Contributions:

- **State of the Market Fact Book:** Created a fact book to aid Hospital Administration and the Board of Directors in the strategic planning process. Included a comprehensive regional market analysis, a summary of hospital key performance indicators, and prescriptive/predictive analytics models to support data-driven planning.

Director of Lean Continuous Improvement (October '14 – May '17): 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:

- **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 77%.

Lean Process Coordinator (September '09 – September '14): 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:

- **Implement Unit Based Idea Boards:** Implemented the use of department-based idea boards to engage front-line staff in problem-solving towards key performance indicators (KPIs). Trained 300+ hospital employees as lean problem-solving coaches to support front-line staff problem-solving. Over 1000 staff ideas implemented.
- **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.

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.
- **TPM Programs:** Implemented total productive maintenance program to take a proactive approach to reduce machine maintenance, increase productivity, and maintain workplace safety.
- **Production Line Transfer:** Worked with union and non-union facilities to successfully transfer wire production between two sites. Developed standard operating procedures by training staff at the parent Germany 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 off-site supplier facilities.

Key Contributions:

- **Root Cause Problem Solving:** Utilized 'The Toyota Way' problem-solving technique to reduce unnecessary engineering change request from 17% to 10% in one fiscal year.
- **Quality Management:** 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

- Fellow Designate of the American College of Healthcare Executives (FACHE-Designate), *ACHE*..... November '17
- 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 and Systems Engineers Society of Health Systems* October '15
- Six Sigma Black Belt Certification, *Institute of Industrial and Systems Engineers*..... May '14
- Lean Black Belt Certification, *Institute of Industrial and Systems 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 President-Elect - Institute of Industrial & Systems Engineers (IISE) Society for Health Systems
- Board of Directors President-Elect - Tennessee Hospital Association Society for Organizational Improvement
- 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
- Mentor - Tennessee Promise College Scholarship Program
- The Outstanding Undergraduate Industrial Engineering Student Award – The University of Tennessee