

ISAAC B. MITCHELL

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SENIOR EXPERIENCED PROGRAM MANAGER AND CHANGE AGENT

Project Management Professional and Lean Six Sigma Black Belt with a career focus in driving change utilizing 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 problem-solving culture. Collaborates with all levels of the organization in a caring and compassionate way to understand the current condition and develop sustainable solutions to complex problems.

Areas of expertise include:

- Facility Design
- Department Management
- Budget Development
- Project Management
- Data Analytics
- Lean & Six Sigma Analysis
- Root Cause Problem Solving
- Problem Solving Coaching
- Student Mentoring

ACTIVITIES AND HONORS

- Mentor - Tennessee Promise College Scholarship Program
- Instructor - University of Tennessee's Department of Industrial Engineering Lean Enterprise Summer Program
- Instructor - Institute of Industrial and System's Engineers Lean Green Belt Course
- Board of Directors - Institute of Industrial and Systems Engineers (IISE) Society for Health Systems
- Graduate - Leadership Knoxville, Introduction Knoxville 2016
- Founder - Lean Coffee Knoxville Networking Group, www.leancoffeeknoxville.com
- The Outstanding Undergraduate Industrial Engineering Student Award – The University of Tennessee

PROFESSIONAL EXPERIENCE

EAST TENNESSEE CHILDREN'S HOSPITAL, Knoxville, TN

June '17 – Present

Director of Business Analytics

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.
- **Neonatal Intensive Care Unit Census Predictor:** Sponsored and managed an ungraduated student team from the University of Tennessee's Lean Enterprise Summer Program. The project focused on predicting NICU patient volumes and length-of-stay by utilizing both design of experiments and machine learning to predict patient volumes at 97% reliability.
- **Student Capstone Project Sponsor:** Collaborated with the Tickle College of Engineering's Department of Industrial and Systems Engineering to host and manage both undergraduate senior design team's capstone projects and graduate research since 2009.

EAST TENNESSEE CHILDREN'S HOSPITAL, Knoxville, TN

October '14 – May '17

Director of 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:

- **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%.

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:

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

- 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

- Project Management Professional (PMP), *Project Management Institute* November ‘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