

TOM CAFFEY, MBA, MBB, CQE

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HEALTHCARE EXPERIENCE

UNIVERSITY OF NORTH CAROLINA HEALTH CARE – Chapel Hill, NC 2010-Present

Director, Operational Efficiency (July, 2017 – Present)

Senior Quality and Organizational Excellence Leader (September, 2013 – June, 2017)

Senior Management Engineer (September, 2010 – September 2013)

Quality and Performance Improvement Systems Deployment – Lead and coach service line and entity leadership teams to implement transformational quality and performance improvement systems capable of delivering superior, cost-effective, patient-centered care. Areas of focus include the UNC Solid Organ Transplant Center (Quality Assurance and Performance Improvement (QAPI) Program), the UNC Rehab Therapies (Medical Center) Service Line, the UNC Medical Center Department of Pharmacy, UNC Department of Surgery (School of Medicine), the UNC Health Care Department of Human Resources (Health Care System Shared Service), UNC Health Care Department of Revenue Cycle (Health Care System Shared Service), and the UNC Rex Hospital (assignment completed 10/2017).

The goals include using prior Lean Six Sigma experience to drive quality through leadership and organizational knowledge management approaches, ensuring improvement programs are data-based and results-driven, applying Lean Six Sigma methodologies and philosophies, training service line executives and leaders, and effectively designing service line improvement initiatives to align with broader organizational strategic objectives.

Deployment accomplishments Include:

- Solid Organ Transplant:
 - Designing and implementing cross-functional, Medical and Surgical Team-led Local Quality Councils for the Kidney, Liver, Heart, Lung programs, including use of lean methodologies including a Process Preparation (2P) event.
 - Implementing cross-functional, manager-led Local Quality Council for the Transplant Clinic.
 - Initiating enterprise-level Lean Transformation efforts to get the entire transplant infrastructure focused on systematic alignment of continuous quality improvement objectives with service line strategic plans.
 - Advancing the CMS-required Quality Assurance and Performance Improvement (QAPI) program to prepare for new high-stakes system audit. CMS auditor now recommends UNC's enhanced system as best in class out of 62 programs audited for others to emulate.
 - Winning 6 UNOS Transplant Management Forum Improvement Awards
- Pharmacy:
 - Implementing a next generation quality management system to advance an already nation-leading pharmacy quality improvement program to the next level by embedding quality within key operating areas, reinstating a focus on Key Performance Indicator-driven improvement work, and integrating all aspects of the quality ecosystem
 - Instituting the first ever value-stream analysis to strategically plan improvement across the Inpatient Pharmacy, a 12-month total quality overhaul to increase the value pharmacy provides to clinical healthcare providers and patients
 - Generating a 60% increase in internal quality improvement coaches
 - Leading improvement projects with multi-million dollar revenue recoupments
- Rehab Therapies:
 - Implementing cross-functional Local Quality Councils within the service line focused on developing clinical leadership, enabling more of data-driven approach, and providing a more strategic orientation to quality programs.
 - Implementing numerous Kaizens, Express Workouts, and A3 Projects over multiple years yielding improvements in patient and equipment flow, quality of care, and efficiency.
 - Winning nursing, physical therapy, and occupational therapy quality awards.
 - Being awarded the "Friends of Rehab" Award.
- UNC Family Medicine Center

- Helping to develop and launch the enterprise-level Lean Transformation program within the Family Medicine Center, including leadership team training and mentoring.

Lean Six Sigma Deployment – Train and mentor leaders, process improvement coaches/facilitators, and frontline healthcare staff in Lean Six Sigma (LSS) methodologies to continuously improve the care delivered to our patients. Specific accomplishments include:

- Trained over 3,000 healthcare executives, managers and frontline staff in LSS methodologies.
- Coached 81 Black Belts and Kaizen Coaches in leadership development and project facilitation skills, and regularly mentoring 22 improvement coaches on deployment strategies, project selection, data analysis, and organizational alignment.
- Designed and developed key components of the core curriculum and training materials used in UNC Health Care's quality improvement training programs, including the core Lean training (Purple Belt), and the sponsor/leader training (Blue Belt),
- Developed innovated new models the training for new improvement coaches (Kaizen Coach), and the training for large scale operational areas to implement strategic planning for total quality overhauls (Value Stream), and Enterprise-level Transformation.

Special Projects – Serve as a dedicated leadership mentor and improvement coach for select major initiatives, to guide individual improvement events at the request of health care system leadership.

Examples of sponsor-requested projects include:

- A Value Stream Analysis for the mandatory CMS Complete Joint Replacement Bundled Payment Implementation. Results included creation of the strategic alignment plan to launch bundle payment initiatives for complete joint replacement operations. Project sponsor was the Vice President for Network Development and Strategic Affiliation for the UNC Health Care System.
- Express Workouts for the Medicine Admission Patient Regionalization Project with the UNC School of Medicine's Department of Medicine. Results included patient safety improvements and the advancement of the Medical Admitting Officer role. Sponsors included the Chair of the Department of Medicine, UNC Medical Center Chief Operating Officer, UNC Medical Center Chief Nursing Officer, and the Vice President of Professional & Support Services / Vice Chair for Clinical Integration.
- A joint Value Stream Analysis for Psych / Emergency Department (ED) patient flow. Results included improved patient flow for this patient population that is largely disadvantaged, with little support infrastructure available for psych patients in the ED. Sponsors include the Director of Emergency Services, the Vice Chair for Clinical Affairs and for Child and Adolescent Services, and the Director of Psychiatric Services.

INDUSTRIAL SECTOR EXPERIENCE

MEGAWATT SOLAR – Hillsborough, NC

2008-2009

Operations and Quality Manager (venture funded start-up company)

Served as a senior project manager reporting to the COO for next generation CPV solar receiver at MegaWatt, a pioneer in the Concentrated Solar Photovoltaic (CPV) industry. Managed a team of 10 people to create and manage critical business systems, including project cost tracking, to ensure alignment with the strategic plan. Developed ISO-based, closed-loop quality systems, change management practices, and supplier development processes based upon Lean principles. Responsible for ensuring critical solar technology transfer.

GKN AUTOMOTIVE – Sanford, NC

2006-2008

Professional Senior Manager

Managed the 200-person Sanford operations team through 2-year transition to an overseas facility. Accountable for all aspects of production, engineering, maintenance, facilities, and the Lean improvement process. Specific accomplishments included:

- Financial performance \$0.8 million favorable to budget (14%).
- Safety: ASR/AFR at zero. No Lost Time Accidents.
- Quality: PPM target 55% better than target (less than 50PPM).

- Developed multiple management processes to ensure strong performance and accountability including: revamp of Continuous Improvement Boards (CIB) and continual improvement of Kamishibai Audits System. These elements became part of our active Lean Management System.

MOEN Faucets – Sanford, NC

2005-2006

Focused Factory Manager

Led and developed CPC & PVD operations teams (135 people / 3 shifts). Responsible for increasing department throughput by utilizing a new \$1.6M production line expansion. Spearheaded continuous improvement projects. Specific accomplishments included:

- Implemented “flow” and First-In, First-Out throughout the department reducing work-in-process (WIP) by more than 50%. Increased throughput by 58%.

GKN AUTOMOTIVE – Sanford, NC

2005

Plant Operations Manager

Led and developed an operations team in all aspects of manufacturing (production, engineering, and equipment maintenance) and all aspects of continuous improvement (Kaizen) and Industrial Engineering (102 people / 3 shifts). Specific accomplishments included:

- Improved labor productivity by \$180k. Reduced defective rate by 71%.
- Succession Development: Mentored newly promoted peers through organizational vision creation, improved coaching skills, and employee discipline.
- Created, aligned, and implemented systems for accountability to drive cultural change
- Initiated, selected, chaired, and championed the Kamishibai System Implementation Team: This team later won the Global Driveline Innovation Award for Continuous Improvement.

GKN AUTOMOTIVE – Mebane, NC

2003-2004

Plant Central Services and Business Unit Manager

Accountable for all aspects of the Plant Continuous Improvement (Lean) and Industrial Engineering Department, Plant Central Maintenance, and all aspects of manufacturing of interconnecting drive shafts (152 people / 3 shifts). Specific accomplishments included:

- Beat stretch budget by \$1.1M, while improving safety, quality, and delivery.
- One of 27 chosen out of twenty thousand employees for a yearlong multi-national executive development program.
- One of a seven person multi-national team, which developed a global GKN strategy and implementation plan for Self Financing High Performance Teams. Process is now part of the People Empowerment portion of the GKN Lean Enterprise system.

GKN AUTOMOTIVE – Mebane, NC

2000-2003

Production Services Manager

- Managed the following departments: Central Maintenance, Plant Continuous Improvement and Industrial Engineering, Plant Facilities Services, and the Tool Room (54 people / 3 shifts).
- Beat departmental budgets by \$840k. Site responsibilities for the Plant Tooling Team which beat budget by \$350K (in 2004, this team won the Global Driveline Innovation Award for Continuous Improvement).

GKN AUTOMOTIVE – Mebane, NC

1998-2000

Materials Manager

- Managed the Materials Management Department (24 people / 3 shifts).
- Project management of multiple site projects resulting in \$5M in inventory reductions. Increased plant inventory turns from 12.4 to 22.7 utilizing Lean and Theory of Constraints methodologies.

REYNOLDS METALS COMPANY – Louisville, KY

1995-1998

Materials Manager

- Managed the 18 person Materials Department which included the following: The Production and Inventory Control Department, the Louisville Area Purchasing Department, Industrial Engineering, Maintenance Stores, and the IS Team. Served as the plant liaison and consultant to the Consumer Products Division and the Foodservice Sales & Marketing Department Executive Teams. Responsible for all resultant projects. Specific accomplishments included:
 - Established processes for prioritization of capacity to the two customer market segments.
 - Managed the expansion of the strategic Accu-tek co-packaging business relationship to support production and new product introduction including all aspects of project management.
 - Expanded the role of Purchasing Clerk enabling Buyers to generate incremental cost savings.
 - Refocused an insular IS Department to be customer oriented and priority based.
 - Realigned production control managers to better service production department.

REYNOLDS METALS COMPANY – Louisville, KY

1994-1995

Maintenance Planning Manager

- Managed the 11 person Maintenance Planning Department and the Maintenance Storeroom. Specific accomplishments included:
 - Oversaw the implementation of a Work Order Management System and a Preventive and Predictive Maintenance Program and all related projects.
 - Reorganized the department into service centers to align with production departments.
 - Streamlined the storeroom item setup process.
 - Responsible for contracting out negotiations with 7 unions.

REYNOLDS METALS COMPANY – Louisville, KY

1991-1994

Industrial Engineering Manager

- Managed projects related to capital planning, facility layouts, standards maintenance, and cost reduction activities.
 - Managed 2 Industrial Engineers as direct reports.
 - Consulted with the Food Service and Consumer Business Units on packaging changes and operational efficiencies. Managed the improvement the resulting projects.
 - Directly responsible for a \$600k small capital fund requiring an 80% ROI. Managed the resulting projects.

REYNOLDS METALS COMPANY – Hot Springs, AR

1988-1991

Industrial Engineer

- Managed projects to decrease costs and improve the capital budgeting and approval process, including “Small Caps” which required 100% IRR. Examples of projects managed:
 - Width optimization analysis on the continuous casting process resulting in scrap reduction
 - Head/tail minimization on the cold mill resulting in capacity increase on flowpath constraint
 - Coil storage reduction resulting in decrease in WIP inventory

EDUCATION, CERTIFICATIONS, AND PUBLICATIONS

Master of Business Administration (1996)

BELLARMINE UNIVERSITY – Louisville, KY

Bachelor of Science, Industrial Engineering (1988)

UNIVERSITY OF TENNESSEE – Knoxville, TN

Professional Certifications

Certified Lean Six Sigma Master Black Belt (MBB): Technical Expert, Trainer, and Coach, Certified by the George Group, a division of Accenture, and the Greenville Technical College, 2017

Certified Lean Six Sigma Deployment Champion and Project Sponsor, Certified by the George Group, a division of Accenture, and the Greenville Technical College, 2017

Situational Leadership Practitioner (Instructor), Center for Leadership Studies, 2016

The Leadership Challenge® Facilitator, Wiley Brand, 2012

Situational Team Leadership Instructor, The Ken Blanchard Companies, 2012

Situational Leadership II Instructor, The Ken Blanchard Companies, 2012

Myers-Briggs Type Indicator Practitioner (Instructor), Center for Applications of Psychological Type, 2012

Herrmann Brain Dominance Instrument Practitioner (Instructor), Herrmann International, 2012

Certified Six-Sigma Black Belt (CSSBB), American Society for Quality, 2008

Certified Quality Engineer (CQE), American Society for Quality, 2007

GKN Driveline International Leadership Programme – Ashridge College, United Kingdom (2004)

Publications

Impact of an Antibiotic-specific Sepsis Bundle on Appropriate and Timely Antibiotic Administration for Severe Sepsis in the Emergency Department, Journal of Emergency Medicine, 2015, Kalich B, Maguire J, Campbell-Bright S, Mehrotra A, Caffey T, Tulu Z, Lin F-C, Carson S

Reducing Liver Transplant Length of Stay: a Lean Six Sigma Approach, Progress in Transplantation, 2013, Toledo AH, Carroll T, Arnold E, Tulu Z, Caffey T, Kearns LE, Gerber DA.