Lean Thinking In Healthcare Certificate Course Overview

The GBMP Healthcare Lean Certificate Program was created to provide clinical and administrative employees in healthcare settings with a broad understanding of lean principles, methods and tools, as well as the opportunity to immediately begin putting that learning into practice. The fundamental premise of the course is that adopting and practicing continuous improvement (lean) methods fosters positive patient outcomes, reduces operating costs, and enhances employee satisfaction. Using rapid cycles of ***"learn-do" teaching*** supported by group discussions, activities, quizzes, videos and hands-on coaching, students will master new ways to:

- Identify and expose problems within workplace processes
- Inspire colleagues to make small changes for the better that enhance patient and employee experiences
- Stimulate ongoing cycles of practical problem solving

Between classes participants are expected to complete reading on relevant lean healthcare topics and must carry out homework assignments to reinforce classroom concepts and increase tacit learning. Throughout the course, instructors will ***emphasize the "people" aspects of lean transformation***, setting the expectation that lasting change can only be realized by involving the "people who do the work." Considerable time will be spent discussing how to engage others in the lean journey, making them the agents of change rather than the objects of change, and why it is critical to leverage the knowledge and creativity of each and every healthcare employee. Participants will learn to think about "Patient Value" in new ways, as they work together to explore the strong connection between daily processes and the employees who create, operate and maintain those processes.

By the end of the ***8-day course*** students should be able to:

- ✓ Identify activities in their workplaces that add value and those that don't
- ✓ Understand how and why to engage other employees in the lean journey
- ✓ Use a number of different lean tools to surface, document and/or counter problems
- ✓ Utilize scientific methods for problem solving
- ✓ Map patient, process and information flows
- ✓ Document standardized work for key processes to ensure repeatable quality, cost and time
- ✓ Take an active role in team-based improvement efforts
- ✓ Articulate the important role Management plays in aligning people and activities to support patient-centered care

Daily Agenda for the GBMP Lean Certificate Course for Healthcare

Day One: Introduction to Continuous Improvement

- Philosophy and Foundation for Lean
- Seven Wastes Identification
- Countermeasures to Waste from the Toyota Production System

Day Two: Creating Stability

- Identifying the causes of Instability
- Basic Problem Solving Tools – PDCA, Problem Funnel, 5 Why, Six Step Problem Solving Process
- 5S – Standard for Workplace Organization
- Visual Management - operating conditions clear at a glance
- TPM – Total Productive Maintenance - equipment stability and repeatability

Day Three: Continuous Flow and Pull Systems

- Defining and developing Continuous Flow Opportunities
- Pull Systems – connecting customers to suppliers

Day Four: Standardized Work, Set Up Reduction and Heijunka

- Standardized Work – organizing work to match the expected rate of customer demand
  - A New Definition for Standardization
  - Understanding Takt Time
  - Work measurement and Waste Identification
  - Sequencing and Balancing Operations
- Set Up Reduction – reducing set up times for machines and turn over times for rooms
  - Defining and Measuring Set up Time
  - Defining internal and external tasks
- Heijunka – level by quantity and by type
  - Understanding and minimizing the effects of changing demand
  - Understanding and minimizing the effects of batching by process type

Day Five: QC Tools – The Junction of Lean and 6σ (Six Sigma)

- Simple QC Tools – providing ongoing informative inspection of the process
  - Spaghetti diagram
  - Process Map
  - Relations Diagram
  - Affinity Diagram
- Poka-yoke – eliminating defects arising from human error
- DMAIC – the 6σ process for reducing variation
  - Statistical and graphical methods of 6σ
  - FMEA
  - CEDAC
  - SPC
    - Gage R&R
    - DOE

Day Six: Management Responsibility - Creating "True North" Momentum

- Policy Deployment
- Creating an Environment Favorable to Lean
- Understanding barriers to change
- A3 Technique for coaching and mentoring

Day Seven: Value Stream Mapping

- Improving Material and Information flow
- Using direct observation – "Learning to See"
- Developing the action plan

Day Eight: Company-wide Improvement

- Everybody every day approach to CI
  - Establishing a CI Culture
  - Creating a Suggestion System that Works
  - Rewards and recognition
- Team based approach to CI
  - Implementing successful Kaizen events
  - Effective teams and meetings
  - Effective communication
- Team based approach to CI
- Test your knowledge
- Wrap up

More Information:

- The course is conducted at o which provides the opportunity to "practice" lean learning in a real-world setting
- Classes will generally run 8 consecutive weeks, unless otherwise specified
- Each class will *typically start* at 8:00 A.M and end at 4:30 PM.
- Each day is a mix of lecture, discussion, simulations, videos, quizzes, and hands-on practice within the host's healthcare setting.
- Specific reading assignments will be provided each week. Participants are expected to complete the reading assignments prior to coming to class.
- A small homework project will also be assigned each week, providing a chance for some tacit learning related to concepts and methods covered in the class. Participants are expected to complete assigned project work between classes.
- Insructors are all experienced GBMP Continuous Improvement Managers with many years of experience applying lean principles, systems and tools in a wide variety of settings.

For more information about GBMP please visit www.GBMP.org

Call us to discuss scheduling a free operational assessment for your facility or to book your Lean Certificate Course at 617-710-7033 or email Jamie Millman at JMillman@gbmp.org