Lean for Healthcare - 5 Days

Lean for Healthcare is an intensive five-day program covering the elements, rules and tools needed for Lean. This course is designed for Healthcare organizations and **is conducted over <u>two months</u> and project completion is required.**

Course Content:

- **Introduction to Lean Enterprise** - *A history of Lean Enterprise and the need for change.*

- **Benefits:** *How Lean Enterprise benefits organizations in terms of productivity, cash flow, speed, quality, service levels and employee involvement.*

- **Lean Enterprise Vision:** *Example of a Lean vision that can be used to focus the organization on Lean Goals.*

- **Features of Outstanding Service Organizations**

- **Lean People:** *Characteristics of "Lean People"*

- **Lean Elements, Rules and Tools** - *A comprehensive review of core Lean Enterprise concepts.*

- **Eliminating Waste** - *Detailed review of the 8 types of waste that exist in all processes and the barriers encountered when attempting to eliminate waste.*

- **Kaizen (Rapid Team Problem Solving) and Process Mapping**- *Kaizen is the engine that drives the transformation of traditional business processes to a Lean Enterprise and it is the vehicle for continuous incremental improvement. Process Mapping is included in this section as it is an integral part of Kaizen.*

- **Value** - *Determination of Value as the critical starting point for the Lean transformation as well as ongoing continuous incremental improvement*
  - Value Defined
  - Value- *External Customer*
  - Value- *Internal Downstream Customer*
  - Value- *The customer of an external supplier*

- **Value Stream Mapping** - *Understanding how to map the Value Streams for the entire Lean Enterprise and how to distinguish between value added and non-value added processes. How Value Stream Mapping is used as both a strategic and planning tool.*

- **Flow** – Understanding the importance and benefits of **Flow** and how this benefits cost, speed, quality and personnel requirements.

  - Flow Defined

  - Standard Work

  - Takt Time

  - Flow Cells

  - One-need-flow versus traditional batch processing

  - Balancing Work

  - Level Loading

  - Spaghetti Charts

  - Identifying Process Variations

  - Location of Equipment/Supplies

- **Pull** - *Demand Based Systems.*

  - Pull Defined

  - Kanban

  - Point of Use

- **Perfection** - *Methods to employ process designs to improve overall quality and reduce costs.*

  - Perfection defined

  - Mistake Proofing

  - 5 Why's

  - Design for Ease of Use

- **Visual Workplace** - *Explanation of the Visual Workplace, and how can it be used to enhance productivity, pursue perfection and maintain a clean and safe workplace.*

- **6S (Workplace Organization)** - *Comprehensive review of methods used to organize the workplace and provide a clean and safe environment that results in reduced costs.*

- **Total Productive Maintenance** – *Brief Review of TPM and autonomous maintenance concepts.*

- **Quick Change** – *Brief Review of Quick Change concepts and how these may be applied in the office.*

- **The Process of Change** – *How change is initiated, managed and evaluated. Why managing the process of change is critical.*

- **Lean Metrics** - *Key metrics and methods used to report continuous incremental improvement.*

- **Policy Deployment:** *How to align the objectives of the entire organization toward achieving critical company goals.*

- **The Lean Transformation Plan** – *Roadmap and planning issues to be considered when conducting a Lean transformation.*

- **Institutionalizing Lean –** *Keys to Success*