

# Lean Collaborative Course Plan

## Overall Aim of the Course

Participants will learn the history and philosophy of lean and how to adopt lean tools/methods in a healthcare setting. Lean is an 8-week course to deepen each participant's ability to solve problems and improve operational performance. This course is based on the lean tools and methods used by Toyota and top performing healthcare organizations to identify non-value added work and lead improvements in safety, quality, productivity, lead time, cost effectiveness, and staff burden.

## Target Audience

Small teams that include top management, middle managers, frontline staff and leaders in clinical and/or administrative areas who seek to drive change that eliminates non-value added work and improves customer satisfaction.

## Instructional Methods

Participants will use a combination of classroom exercises and a team-based project to demonstrate a basic understanding of:

- Process observation and identification of non-value added work
- Visualization of material, people & information flow in a value stream map
- Standardization, work measurement and "5S" activities
- Problem solving and PDSA improvement cycles
- Project summarization using A3 (1-page) reporting

## **Required Text Books**

The following book will be provided for the team leaders and sent to the provided address.

Book Title	Author
Learning to See: Value-stream Mapping to Create Value and Eliminate Muda	Mike Rother & John Shook

## **Recommended Texts**

If you're looking for additional information, we recommend the following texts:

Book Title	Author
Value Stream Mapping for Healthcare Made Easy	Cindy Jimmerson

## Session Content

Please note: The schedule is subject to change

### Prior to Session #1

#### Team Leader Work Assignments

- Read IHI article: Call to Action: Reduce Waste in the US Health Care System and Return the Cost Savings to Patients and the Economy, IHI Leadership Alliance (19 pages total), included in acceptance package from Lean Collaborative (LC) leadership

#### Work Assignments for the Whole Team

- Meet with LC coach ahead of class and discuss team charter, project goals and class logistics/coverage during training
- Complete Pre-Collaborative Lean knowledge survey

### Team Leader Responsibilities During Session #1

- Lead by example as the team applies Lean concepts during breakout sessions
- Come prepared to lead the team to take advantage of scheduled project work time immediately after class.
- Have data and project information ready to share with team including e-handouts from the LC leadership and any additional process information the team has gathered prior to beginning class
- Ensure that all team members are aware of training dates and times and are available to attend.
- Raise any issues to LC leadership and coach that could have a negative impact on team's success.
- Ensure sponsor is willing to assist team in removing project roadblocks

### First 30 Days

- Collect baseline data from direct observation
- Develop Current & Future State Value Stream Map
- Identify problems & do root cause problem solving
- Develop improvement plan with countermeasures/interventions
- Complete & submit draft of A3 (left side only) to present at Session 3

### LC Team Session #1 Topics

- Lean in Healthcare
- Roadmap & Expectations
- Deadly Wastes
- Building an A3
- Voice of the Customer
- Value Stream Mapping

## **Between Session #1 & #2**

### **Team Leader Work Assignments**

- View ELM- Leader Standard Work, Part A - raising the bar on expectations

### **Work Assignments for the Whole Team**

- Begin draft of A3 (left side only) to present at Session 3

## **Team Leader Responsibilities During Session #2**

- Lead by example as the team applies Lean concepts during breakout sessions
- Come prepared to lead the team to take advantage of scheduled project work time immediately after class.
- Have data and project information ready to share with team including e-handouts from the LC leadership and any additional process information the team needs to complete tasks
- Encourage team members to participate in surveys
- Ensure team is ready to report out if needed

## **30 to 60 Days**

- Execute Improvement Plan & develop standard work documents for the new process and discuss with sponsor between session 2 and session 3
- Create video or presentation of process for virtual report out at commencement
- Complete A3 and submit to [Lean\\_Collaborative@cchmc.org](mailto:Lean_Collaborative@cchmc.org) *at least* 1 week prior to commencement.

## **Team Session #2 Topics**

- Takt Time
- 5S Principles
- Continuous Flow & Pull
- Team Updates Group
- Clinic Simulation/Flow
- Kaizen
- Communication styles

## **Between Session #2 & #3**

### **Team Leader Work Assignments**

- Attend One Hour Reliability training per schedule

### **Work Assignments for the Whole Team**

- Complete & submit draft of A3 (left side only) to present at Session 3

### **Team Leader Responsibilities During Session #3**

- Developing Standardized Work -using Job Instruction Sheets

### **Team Session #3 Topics**

- High Reliability & Stability
- Visual Management
- Standardization
- Training Within Industry
- PDSAs

### **Between Sessions #3 & #4**

#### **Team Leader Work Assignments**

Attend *Developing Standardized Work* training -using Job Instruction Sheets as scheduled

#### **Team Work Assignments**

- Prepare for Gemba Day (Session 4)
- Plan for or execute PDSAs of interventions

### **Team Leader Session #4**

- Lead team in Gemba day activities
- Ensure that a brief and concise report out is prepared for end of class

### **Team Session #4**

- Conduct Gemba day activities
- Engage entire team in activities- follow team improvement plan

### **Between Sessions #4 & #5**

#### **Team Leader Work Assignments**

- Attend *Process Measurement* training -to maintain and improve performance
- Continue to lead team with intervention testing

#### **Work Assignments for the Whole Team**

- Complete A3 with measurements, learnings and next steps
- Prepare for commencement presentation
- Review results with sponsor ahead of commencement
- Have speaker(s) prepared to share and stay within time limitation
- Submit final A3 to LC leadership at least one week prior to commencement unless other arrangements are made

### **Team Session #5 – Commencement**

- Final project presentations- observe time limit

### **Post-Commencement- Team and Team Leader**

- Work on follow up actions and meet your sponsor
- Collect data to show the sustaining of the project
- Conduct more PDSAs and spread improvements
- Measure progress and sustain efforts

### **6 month follow-up**

- 6 month report out- Complete & submit the 6 month follow up word document and present it at the 6 month follow up meeting.