**Instructors:**

## Who should attend Lean Certification program?

**Lean Certification**

Level 1: Lean Foundations

Location:

Class time/dates

[Your organization] leadership and employees who are interested in leading process improvement initiatives that drive transformational change and enhances the culture of [your organization].

[Your organization]*’s Center’s Organizational Improvement Department (OID)* is to establish the **[Your organization] Operating System** to enhance alignment and focus to better serve our patients and people.

## Course Description

Lean Certification: Level 1 is a 12-week course that equips individuals with the knowledge and experience necessary to participate in and lead stability-producing process improvement.

## Course Texts

Textbook: *Lean Hospitals* by Mark Graban 3rd Edition Whitepaper: *Going Lean in Healthcare* by RWD

Whitepaper: *The Promise of Lean in Healthcare* by John Toussaint & Leonard Berry

## Learning Outcomes

After LEAN Certification: Foundations Level 1, individuals will be able to:

* + Understand and implement Lean Systems Thinking.
	+ Understand and implement Lean Concepts.
	+ Translate knowledge to specific disciplines.
	+ Conduct unit level kaizen project(s).
	+ Analyze, interpret, and write A3.
	+ Analyze, interpret, and solve problems using PDCA.
	+ Manage and facilitate projects.
	+ Map current-state and future-state processes.
	+ Identify cause of issue (Root-Cause Analysis).
	+ Manage change.

## Class Expectations

*Attendance:*

Lecture attendance is vital to the success and growth of students. To become Lean certified, students must attend

 all three-hour class sessions. If an absence is necessary, please contact the course administrators for makeup session scheduling.

*\*\*Outside Classroom Time:*

1. All participants are required to read the course texts and be a full-time participant of 1 two to four-day kaizen event facilitated with OID or complete 1 additional kaizen with guidance from OID. Students must attend or complete a kaizen under these conditions within 3 months of course completion to maintain certification.
2. Complete and fill out A3 homework each week, this will enable optimal learning for you and your team. If you are behind greater than 2 weeks, you will be dropped from the course.
3. Deliverables: Completed project, completed A3 and a final presentation report out.

## Logistics/ Sessions

Classes held on **Wednesdays**

8am-9am will be O.I.D support hour (for participants). **Lean Class are from 9am-12pm 2nd Floor Central Tower Old ICU Family Lounge**

Make-Up Classes Friday’s from 9am-12pm

# Lean Foundations Course Schedule

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Wk** | **Class Agenda** | **Instructors** | **Assignments Due** | **Homework** |
| 1 | * Course Orientation
* White Paper and book review
* Module: Lean 101
* Module: PDCA Problem Solving
 | Bill Larson Jeremiah Hargrave | * Read White Papers
* Read Lean Hospitals Ch. 1 & 2
 | * Complete Project Charter
* Lean Hospitals Ch. 10, 11, & 12
 |
| 2 | - Review Ch. 10, 11 & 12* Module: Project Management
* Module Asking effective

questions | Sharif Abdul-Hafiz O.I.D | - Completed Project Charter | * Lean Hospitals Ch. 3 & 4
* Step 1 Define Gap
 |
| 3 | * Review Ch. 3 & 4
* Review HW: Project Charters/Gap
* Module: Change Dialogue &

Change Management | Debby Kelley | - Step 1: Defined Gap | - Step 2: Current StateData Collection and Analysis |
| 4 | * Review Project Charters
* Module: Process Mapping
 | O.I.D | - Step 2: Formatted Data Collection and Analysis | * Lean Hospitals Ch. 7
* Step 2: Complete

Data Analysis, Gemba Walk, and Process Map |
| 5 | Break no class  |  |  | * Catch up Complete Steps 1-2
 |
| 6 | * Review Ch. 7
* Review HW: Data & Process Map
* Module: Root Cause Analysis
* Module: PDCA A3 Writing
 | Samantha AlmazanAfidchaoSean Yokoe | - Step 2: Completed Data Analysis, Gemba Walk and Process Map | * Lean Hospitals Review Ch. 5 &6
* Start placing project charter & Steps 1 & 2 into A3 format
* Step 3: Target
* Step 4 &5: RCA/ CM
 |
| 7 | * Review Ch. 5 & 6
* Review HW: Plan CMs
* Module: 5S & Standard Work
* Module: Active Daily Management
 | Heather Shay O.I.D | * Start placing project charter & Steps 1 & 2 into A3 format- Step 3: Target
* Step 4 &5: RCA/ CM
 | * Lean Hospitals Ch. 9, 10 & 13
* 5S Project w/Pictures
 |
| 8 | * Review Ch. 9, 10 & 13
* Review HW: 5S Project Review/Pictures

-Module: Presentation Skills | Elaine McRae | - 5S Project w/Pictures | * Step 6: Do/ Action Item List
* Step 7: Check/ Dashboard
* Step 8: “Act” Sustainment Plan, Write SOPs
 |
| 9 | - Review HW: Sustainment Plan | **BREAK NO CLASS** | * SOP drafts
* Final Presentation
* Final draft of A3
 | * Complete A3 if needed
* Practice your presentation
 |
| 10 | * Review HW: Implementation, Check, Act
* Module: Lean Leadership
 | Dr. McNamara | * Step 6: Do/ Action Item

List* Step 7: Check/ Dashboard
* Step 8: “Act” Sustainment

Plan, SOPs | * Start wrapping up A3
* Complete your presentation
 |
| 11 | - Mandatory Presentation Rehearsals | Elaine McRaeO.I. D | Rehearse Final PresentationCompleted A3 | -Practice your presentation |
| 12 | - Final Presentations |  |  |  |
| \*\*\* | - Kaizen Event |  | - Completed A3 submitted to OID | Actively participate in Kaizen event (within 3 months ofcertification) |
| **Follow up** | 60 Days90 Days Follow up 120 Days | O.I.D. | - Updated A3 (\*Check Dashboard) |  |