

# Online Lean Healthcare Black Belt

## Introduction

This distance learning Lean Healthcare Black Belt program aims to provide participants with a practical application of advanced Lean tools and techniques within the healthcare sector, as well as the appropriate process improvement, leadership and project management skills to drive the changes that are necessary for a successful Lean transformation.

The program is aimed at professionals in the healthcare sector who have overall responsibility for quality or continuous improvement within their organisation and also those who will play a key role in implementing Lean deployment. Participants gain the appropriate process improvement, leadership and project management skills to drive the changes that are necessary for a sustainable Lean transformation. Black Belts are responsible for managing and tracking multiple Lean projects; providing internal coaching and mentoring and coordinating Lean strategy with senior management

## Program Benefits

- Black Belt project savings of \$100,000+ are typically achieved.
- A Lean Black Belt qualification is a key ingredient for organisations striving to deploy a Lean philosophy and culture. It provides you with the necessary techniques and skills to help transform the organisation to a world-class status as well as the opportunity to communicate with Lean practitioners and experts across the globe.
- From an individual's perspective, our Lean Healthcare Black Belt qualification will advance your career prospects as well as increasing your potential earning capacity. The 2008 American Society for Quality Salary Survey reports that professionals with a similar qualification make an average of \$15,000 more than their peers. The certification delivers a recognised standard of education and demonstrates a competence and level of knowledge that is universally recognised. Access to a diverse range of participants will also prove to be an invaluable networking resource now and into the future.
- The organisation receives an immediate and substantial return on investment through the requirement to deliver a project, while also expanding its capacity to provide internal coaching and mentoring on continuous improvements initiatives and strategy.

## Structure

The program consists of the following four modules and an in-house project:

- Advanced Lean Healthcare Tools and Practices
- Managing Lean Healthcare Projects
- Lean Healthcare Strategic Planning and Implementation
- Effective Leadership and Change Management

### 1. Advanced Lean Healthcare Tools and Practices

This module refreshes on the background and development of Lean Thinking and its effective application in healthcare environments. It outlines and explains the more advanced tools and techniques of the Lean philosophy and how these are best deployed to achieve sustainable improvements in healthcare. The module provides you an insight into not just the history of Lean, but also its power when deployed in an inclusive manner. The tools and techniques covered in this module will expand upon your existing knowledge of Lean and empower you to initiate or accelerate your own Lean journey and that of your organisation.

#### TOPICS COVERED:

- Introducing Lean
- Understanding Patient and Staff Perspectives
- Understanding Healthcare Value Streams
- Optimising Process Flow
- Optimising Process
- Workplace Organisation

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## 2. Managing Lean Healthcare Projects

To understand how to manage Lean projects, we need to explain the processes that are used in project management. This module provides you with such an explanation. It begins by explaining the project management system and introducing the Project Management Body of Knowledge. It then explores the five core project management processes and the 12 rules of project management.

### TOPICS COVERED:

- Project Management Success in Healthcare
- Project Charters and Project Leadership in Healthcare
- Project Integration with Change Management
- Scope Management
- Project Schedule and Budget
- Project Risk Management
- Communications Management

## 3. Lean Healthcare Strategic Planning and Implementation

This module outlines and explains how best to achieve a sustainable Lean Healthcare transformation or roll-out. It outlines how strategic goals and objectives for Lean and continuous improvement should be developed and it explains the most appropriate structure and relevant skill sets required in an organisation to ensure that the Lean implementation can be fully supported and sustained. It also provides guidelines for developing and executing a suitable roadmap for a Lean Healthcare roll-out.

The module also outlines and explains a strategy for developing and managing a Lean transformation. It provides a model for developing a Lean organisation as well as an approach for assessing organisational maturity as it develops and embeds a Lean culture.

### TOPICS COVERED:

- Lean Healthcare Strategic Planning
- Managing and Assessing the Lean Transformation

## 4. Effective Leadership and Change Management

This module provides an overview of change management and the key role an effective leader serves in driving effective and efficient change. It explains the key change management concepts and provides a model, templates and tools to guide you through successful Lean projects. The module outlines and explains steps but does not provide a “recipe” for successful change as each project requires a balance between the science and art of change management.

This module explains the concepts behind key change management tools and practices and examines the various elements involved in effectively using these to support the organisation’s change efforts. When you have completed this module you will appreciate the conceptual simplicity of change management and the power of the various change management tools and methods introduced and explained. You will also develop an appreciation that change management is more than simply a set of tools to be used, but a lens that you use to view changes through to a focus on the human side of change.

### TOPICS COVERED:

- The Need for Leading and Managing Change
- Models of and Approaches to Change
- Effective Leadership
- Planning for Change
- Conflict Management and Change Resistance
- Implement the Change and Monitor Progress

## In-house Project

Program completion requires the submission of a facility-based project\*. The project must align with an annual organisational objective or strategic imperative linked either to the organisations 3-5 year strategy or in response to an emergent objective for the organisation.

The project sponsor is at the senior organisational level and must be prepared to ensure that the organisation commits the resources and funding to complete the project. The project sponsor must be prepared to actively and visibly support the project, help support a coalition in the organisation so the project can be completed, be prepared to actively assist in communicating the project’s objectives and outcomes through the lifetime of the project.

You must be able to secure project governance structure to provide oversight, set goals, review metrics and progress and provide strategic support for your project. Your role must be as a Lean Leader on this project and, as such, you

would not only be expected to manage your project at the strategic level but also manage the queue of all other Lean projects that will cascade from your project.

As a Lean Leader you are expected to:

- Lead your Lean team through project inception, planning, implementation and sustainment
- Manage data identification and capture
- Show alignment of your project with the strategic plan of the organisation
- Provide project management leadership and support
- Lead the development of the change management plan, secure leadership support and engage stakeholders
- Provide leadership in the development of the project communication plan
- Provide leadership in tracking project success through tollgate reporting
- Provide critical analysis and selection of Lean tools and practices
- Develop a Lean education plan for project participants

Return on investment of the Black Belt project must be based on achieving quantifiable and qualitative improvements to areas including quality, safety, process efficiency, care delivery, staff morale, patient satisfaction and cost savings/avoidance.

The combined return on investment to the organisation from the above improvements must be a minimum of \$75,000 (or relevant currency equivalent), in both hard and soft savings that are clearly demonstrated, tracked and validated in the project report. The return must be realised within the first 3 years of implementation of the Black Belt project.

In addition to sustaining the improvements as a result of your project, you must be able to demonstrate that your project can be a springboard for Lean transformation in the organisation. This means that, in addition to focusing on your project, you must develop Lean experts and champions more broadly in the organisation. This Lean legacy will be considered as part of the return on investment to the organisation.

Examples of success metrics could include:

- The improvement of a specified performance indicator by an agreed amount
- The quantifiable addition of value to a process or service

*\* Candidates should be advised that the project requirements should be brought to their organisation's notice when applying for this program.*

## Program Material and Delivery Modes

### Program Material

Core material for each module consists of the following:

1. Module notes
2. Core textbooks
3. Recommended reading list containing suitable references to books, presentations, white papers, URLs and case studies

Three text books are incorporated as part of the program:

- **Making Sense of Change Management:** A complete guide to the models, tools & techniques of organisational change 2nd edition by Esther Cameron & Mike Green
- **Lean Project Management: Eight Principles for Success:** Combining Critical Chain Project Management (CCPM) and Lean tools to accelerate project results by Lawrence P. Leach, PMP
- **Lean Hospitals: Improving Quality, Patient Safety and Employee Engagement** by Mark Graban

### Delivery Modes

The program is delivered through a hybrid of traditional distance education and on-line learning. Recorded web tutorials led by relevant Lean experts will be delivered for each module.

## Distance Learning

Module notes and web tutorials are accessed and downloaded via an on-line Learning Management System (LMS) portal. Some of the resources in the reading list will also be accessible here.

Finally, the portal will host a Black Belt discussion forum where peer-to-peer discussions can take place. These will be moderated by module leaders.

## Program Entry Requirements

Entry to this program is based on a relevant primary degree/recognised professional qualification and 2-3 years relevant continuous improvement experience. Two references from appropriate signatories in your current and/or previous organisation will be required as part of the evidence evaluation.

## Program Assessment

Program content understanding and application will be assessed through the submission of module assignments and the Black Belt project. The four module assignments also contribute to your facility-based project:

### Lean Healthcare Strategic Planning Assignment

You will be required to review and critique your organisation's implementation and management of Lean/Continuous Improvement activities. This will help you to manage the implementation of your facility-based project. You will be required to develop a notional 12 month plan to implement/improve on the existing Lean/continuous improvement roll-out. The plan should focus on the current state of the organisation/facility, where it needs to get to and how it will get there.

The assignment is aimed at establishing a context for your own Lean Healthcare Black Belt project, so you will need to identify where and how this project fits into the notional plan.

### Managing Lean Healthcare Projects Assignment

You will be required to review and critique the implementation of a previous project in your organisation; this will help you to plan your facility-based project. By understanding the project management processes in your organisation, it will help define the scope of what is practical for you to attempt.

### Effective Leadership and Change Management Assignment

You will be required to investigate the barriers to innovation and change on a Lean or continuous improvement project that you have worked on or within your organisation and outline how these barriers could have been overcome. This assignment will help you understand these issues in the context of your facility-based project and help you to analyze the consequences for your organisation.

### Advanced Lean Healthcare Tools and Practices Assignment

You will be required to describe your own 'Lean journey' and your deployment of continuous improvement tools/techniques through various projects and initiatives that you have undertaken. In doing so, you should outline how the more advanced tools and techniques could have contributed to these projects and where they might now be best applied. This will help you to define the scope of what is practical for you to attempt in your facility-based project.

## Certification Body

The Australian Healthcare and Hospitals Association (AHHA) is the independent membership body and advocate for the Australian healthcare system and a national voice for high quality healthcare in Australia. LEI Group is proud to partner with the Australian Healthcare and Hospitals Association to prepare healthcare professionals and organisations to increase efficiencies and improve organisational performance through the delivery of a series of Lean Healthcare educational programs at Yellow, Green and Black Belt levels.