

JustHealth Consultants is the consultancy service of AHHA, launched to support Australian healthcare organisations at national, state, regional hospital and community levels across all sectors to meet complex governance and organisational requirements of today's healthcare system.

### SERVICE EXAMPLE:

## LEAN HEALTHCARE TRAINING FOR ABORIGINAL MEDICAL SERVICES

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**Client** Norther Queensland PHN

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**Services** co-design, facilitation, training development

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**Context** 'Lean' is a tried and trusted methodology that has been used worldwide for over 60 years to provide greater efficiency for organisations as well as providing a better service for customers. It is about improving processes by the continuous elimination of activities that do not add value. This focus enables customers and patients to be served more efficiently and provided with a greater value of service.

Following the delivery of a series of successful Lean training courses across North Queensland, the Northern Queensland PHN (NQPHN) approached AHHA to develop customised Lean training for Aboriginal Medical Services (AMSs) and Aboriginal Community Controlled Health Services (ACCHOS) in North Queensland. The rationale was to provide ACCHOs and AMSs with an additional modality to build, support and improve their business practices.

**Approach** A co-design process with North Queensland AMSs and ACCHOs was used to focus on issues that matter for Aboriginal and Torres Strait Islander people. The two-day co-design workshop was held in Cairns with Aboriginal and Torres Strait Islander representatives from AMSs and ACCHOs and was led by an experienced Lean training and an Aboriginal facilitator.

The workshop considered two levels of Lean Healthcare training—White Belt and Yellow Belt—and discussed presenter introduction, training delivery methodology, terminology, relevance to ACHHOs and AMSs, relevant case examples, post-training sustainability, relevant imagery within presentations, Aboriginal and Torres Strait Islander co-presenters, demonstrable benefit, board and CEO communication, and developing ongoing community of practice support.

The main findings included:

- Lean Healthcare training has significant potential to benefit AMSs and ACCHOs.

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- Non-Indigenous presenters can build trust faster by using Indigenous introduction methods.
  - Formulaic terminology that appears marketing-driven, e.g. White Belt, Yellow Belt, is a major barrier to connecting with workshop participants.
  - Images of Aboriginal and Torres Strait Islander people should be used in presentations.
  - Case scenarios drawn from AMS and ACCHO experience should be used in workshops.
  - The material to be covered in a single-day workshop should be White Belt and some of Yellow Belt.
  - Workshops need to be conducted at a venue away from the workplace.
  - Delivering two consecutive single-day training workshops will enable large and busy AMSs and ACCHOs to get more staff through training and will support sustainability despite staff turnover.
  - A review of the single-day training afterwards will provide useful learnings for further advanced workshops.
  - Post-training follow-up will be required.

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**Result**

The result of these findings is a 1-day Lean Healthcare Foundations course, built on the experiences of Aboriginal and Torres Strait Islander health staff, that equips attendees with tools to improve service delivery and improve practice activity flows. These processes are central to the patient's journey and to the health organisation as a whole. Improvements can be about patient services or address non-clinical business practices to free up valuable resources within the organisation. This practical hands-on course is about learning by experience and can be immediately adopted within the AMS/ACCHO workplace.

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**Date completed** December 2018

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