



A Lean Culture Program Outline

With the constant changes and dynamic atmosphere of healthcare, it is essential to tap into the talents and expertise available at all levels of an organization. Executives must create and communicate a vision, managers must mentor and coach staff, staff must be empowered to solve problems and make improvements in real time. Creating a Lean culture provides the common language and tools necessary to reframe how we think about problem solving at all levels. We must encourage, train, and expect those closest to the work to implement improvements.

In order to have a true cultural shift towards a Lean way of thinking, new skills must be learned at all levels. It is easy to teach the language and theory of Lean, but to have a lasting effect; there must be continual learning with expertise onsite to reinforce the consistent use of Lean tools. The implementation and successful sustainability of a Lean culture can be accomplished through a three pronged approach.

1. Lean Workshop Train the Trainer Program
2. Executive and Management Coaching Development
3. Continuing Education Networks for the onsite trainers and Lean executive champions

Lean Workshop Train the Trainer Program

An expert instructor will be onsite to conduct a Lean workshop series. This workshop will consist mainly of front line staff and will include one to three onsite instructors in training. During the workshop, the instructors in training will be provided with additional preparation to conduct future trainings. Following the first workshop course, a second workshop course for additional front line staff will be taught by the instructors in training with onsite coaching support to ensure the trainee's competency with teaching the material. The workshop series consists of six sessions (typically delivered weekly) each approximately three hours in length.

Workshop Course Design:

- Session 1 – Intro to Lean and Observation
- Session 2 – Current State Value Stream Mapping
- Session 3 – Adding data to your Value Stream Map
- Session 4 – Future State VSM, intro to A3 Problem Solving
- Session 5 – A3 Problem Solving
- Session 6 – Review, Report out, Coaching Course

Executive and Management Coaching Development

In tandem with the workshops, onsite coaching development for managers and executives will be provided. Coaching is a skill that is not always inherent in the typical manager or executive. Often managers have identified themselves as problem solvers. As Lean empowers staff to take on the problem solving role, managers can be left floundering and executives may not be prepared to provide support. This loss of identity can lead to lack of buy in, sabotage of the culture, and job dissatisfaction. New coaching skills must be acquired to fill that void for long term success. While onsite, I will conduct separate Executive and Manager Coaching Courses.



The Executive Coaching Course will consist of five sessions (typically in alignment with the first Workshop course) each approximately one hour in length focusing on supporting managers in the development of coaching skills.

Executive Coaching Course Design:

- Session 1 – Intro to Lean and Leadership Style
- Session 2 – Power of Observation
- Session 3 – Data and Resource Availability
- Session 4 – Value Stream Mapping Support
- Session 5 – A3 Problem Solving Support

The Manager Coaching Course will consist of five sessions (typically in alignment with the Workshop courses) each approximately two hours in length focusing on transitioning from problem solver to coach while supporting staff through the implementation of Lean projects.

Manager Coaching Course Design:

- Session 1 – Intro to Lean and Leadership Style – Role Transition
- Session 2 – Power of Observation - Understanding the current state
- Session 3 – Data and Resource Availability - Socratic Questioning
- Session 4 – Value Stream Mapping - Appreciative Inquiry
- Session 5 – A3 Problem Solving - Coaching through the tests of change

Trainers and Lean Executive Champion Networks

To maintain the momentum required for long term culture change, continual learning opportunities will be provided utilizing virtual network. As trainers encounter questions or have successes, the network will allow them to share with and tap into the expertise and learnings of colleagues. Likewise, Lean executive champions will have a network of colleagues to glean supportive resources for managers in their organizations. These two networks will have monthly virtual meetings structured to provide ongoing education and best practice sharing.

If you would like more information or would like to discuss bringing this program to your organization please contact me:

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