

Lean Healthcare Green Belt Training



KPMG offers a leading training program that combines theory and practical application to instill Lean thinking in participants, having them walk away with more than just a set of tools. The key elements of our approach include:

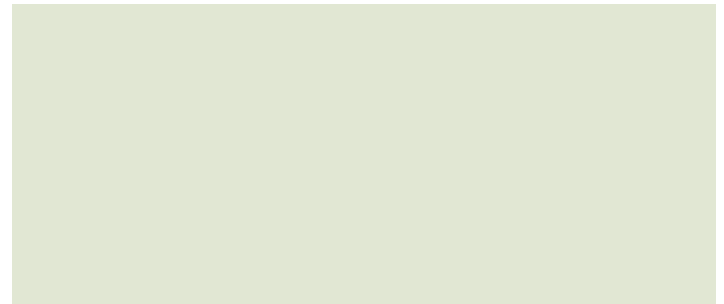
- ☑ Lean training **tailored to healthcare** that includes real healthcare examples based on our experience working side-by-side with hospitals on operational improvements
- ☑ A **balanced focus on the 'soft' side of Lean**, as well as **the effective use of Lean tools and concepts** to enable lasting cultural change
- ☑ Instructors who have **hands-on experience** and who have been through Healthcare Lean transformations
- ☑ The use of **best practice adult learning techniques** – simulations, role play, and interactive exercises

Lean Healthcare Green Belt Program

The Green Belt program provides an in-depth overview of Lean thinking principles and their application in a healthcare environment. The program focuses on Lean concepts and tools, the use of data to inform decisions and change management concepts in support of sustainable improvements.

Learning Outcomes

Participants of this program will be able to utilize Lean concepts and tools, lead department focused projects and be effective project team members in large scale change.



Lean Healthcare Green Belt Training

KPMG Healthcare Advisory

The Healthcare Advisory practice of KPMG in Canada has helped improve healthcare operations using a Lean approach. Our team of Lean healthcare professionals is made up of clinicians, senior leaders and Lean Six Sigma Black Belts. Our team has supported over 100 Canadian healthcare organizations in making lasting improvements in patient's access to high quality care. Through this work we have trained over 1,000 board members, executives, staff and physicians on Lean and change management.

Our training programs have been well received. Below are comments from recent participants of the program



- **“A great set of tools/substance that has practical benefits”**
- **“Valuable interaction, combination of theory and practice and flexibility of instructions”**
- **“Excellent visuals, good class participation, excellent preparations, well run and on time”**
- **“Very valuable to be able to get an overview of the entire life cycle from multiple perspectives”**
- **“As someone who has little experience of both lean and project management, I have felt that the concepts and tools have really helped me to think out of the box and get excited about my role/future”**

Also included is access to training improvement modules and case studies. This content is based on our experience from having supported over 80 healthcare transformations across Canada from acute care to community services.

Lean Healthcare Green Belt Training

Curriculum Core Modules

Lean Concepts and Tools

Lean Thinking and Principles

- What is Lean? How can it be used in healthcare?
- Principles of Lean: purpose, people and process
- Overview of the 8 wastes (DOWNTIME) and how to identify them in a healthcare setting
- The importance and impact of creating flow and limiting variability

Lean Improvement Approaches

- Introducing Lean improvement approaches - Transformation Projects, Rapid Improvement Event and Daily Improvement
- Understanding the pros and cons of each and when to use which

Value Stream Mapping

- Purpose and outcomes of value stream mapping
- The steps in creating and facilitating the development of a value stream map
- Identification of opportunities and further data requirements through value stream map review

A3 Thinking

- How to use A3 thinking for problem solving and communication
- Fundamentals of root cause analysis, including fishbone diagrams and the 5 why's technique

Strategies for Creating Flow

- Introduction to Lean concepts that facilitate flow, specifically: pull systems, balancing process steps, single piece flow and matching capacity to demand

Visual Management

- How to create a visual workplace that fosters process adherence and improvement
- The steps in an effective 5S implementation and sustainment
- The use of kanbans to create pull systems

PDSA/Solution Pilot and Implementation

- Preparing for piloting solutions on the 'floor'
- Leveraging the PDSA (Plan, DO, Study, Act) model for refining solutions before full implementation
- Understand the steps required for full implementation of a solution
- How to set your project up for success

Lean Healthcare Green Belt Certification Requirements include:

- Completion of a Project within 6 months of the course
- Passing of a multiple choice assessment

Data Analysis

Data Collection Planning & Analysis

- Data collection concepts, steps to creating a data plan, and overview of common data collection tools
- How to analyze data to identify opportunities and determine the extent of a problem
- Introduction and guidance on using different types of charts

Sustainability

Sustainability Concepts

- Understand the challenges organizations face in sustaining Lean improvements
- Introduction of high level strategies that organizations use to foster sustainability

Improvement Huddles

- Introduction to Improvement Huddles – a mechanism to reinforce performance accountability and build a culture of continuous improvement

Leader Standard Work and Auditing Processes

- Creating standard work that helps managers to focus on key metrics and tasks throughout the day
- Embedding auditing processes to support sustainability of improvements

Project and Change Management

Stakeholder Engagement

- Defining Project scope and stakeholders using SIPOC (Stakeholder, Input, Process, Output, Customer) tool
- How to effectively identify, manage and engage stakeholders
- Effective strategies for engaging Physicians to garner support and buy in for change

Communication and Facilitation Skills

- Effective methods for communicating and communication plans – anticipating who, what, when and how
- Introduction to role of the facilitator, facilitation styles and skills and techniques for running productive results oriented meetings

Faculty Information



Govind Adaikappan

Govind has worked with healthcare providers across Canada to lead and manage change initiatives focused on improving access and quality while reducing cost. He has worked with senior executives, directors, managers and frontline staff to implement comprehensive Lean Management systems that facilitate continuous improvement and sustainability. He has trained over 500+ healthcare professionals (physicians, frontline staff and senior teams) on Lean. Govind is a certified Lean Healthcare Black Belt and was the lead designer of the Lean Healthcare training programs.



Henry Hobbs

Henry leads our Lean training practice and specializes in the development and training of individuals and teams at all levels to achieve their full potential in supporting Lean transformational programs. He is a seasoned Lean practitioner with Master Black Belt certification. Henry has developed and delivered Lean training to over 1,000 professionals across Canada. He also has extensive experience leading successful Lean transformations across multiple sectors including healthcare, manufacturing, pharmaceuticals and service operations.



Katherine MacArthur

Katherine has significant Lean and process improvement experience supporting large scale Lean program implementations, in addition to smaller scale rapid improvement events. She has facilitated Lean training sessions to both healthcare professionals, and professionals working in other industries and thus brings a broader perspective to training. Katherine is a Chartered Professional Accountant by designation and Lean Six Sigma Black Belt candidate.



Kate Beniuk

Kate is a Lean Coach, training healthcare professionals on Lean through KPMG's Lean Yellow and Green Belt training programs. She is an experienced facilitator for hospital and community based Lean process improvement initiatives across Canada, the US, and the UK. She has supported successful change initiatives to address issues related to wait list management, strategic planning, capacity planning, resource allocation, patient safety and risk assessment, and performance measurement and management. Kate holds a Doctorate of Philosophy (Ph.D.) in Design Engineering specializing in process improvement.



Brigida Scholten

Brigida is a Lean Coach with KPMG's Healthcare Advisory practice. A passionate and enthusiastic facilitator, Brigida is experienced in coaching, training, and implementation of Lean Management System methodologies in the health and financial sectors, specializing in transformational change. Brigida is experienced at fostering engagement amongst senior management, management, physicians and staff to deliver improvement initiatives. Brigida has her Lean Healthcare Green Belt and Prosci Change Management Certification. Brigida is also a member of the Toronto Organizational Development Network (TODN).

Contact us



MAINTENANCE OF CERTIFICATION

Attendance at this program entitles certified Canadian College of Health Leaders members (CHE/Fellow) to **10 Category II credits** toward their maintenance of certification requirement.

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