



Leading the Lean Revolution in Hospitals

Lean in the OR Workshop

Lean Leadership

The Key to Process Improvement and Employee Development

“The only way the culture of a hospital will be truly unified is through the participation of all staff members holding leadership positions. The success of a hospital’s culture is only possible when there is a leadership team that believes in and supports this new outlook. This determination starts with newly obtained knowledge, and is solidified through training and hands-on experience.”

Richard Rahn, Co-Author of *Roadmap for the Lean Hospital*

The Lean in the OR Workshop

In most hospitals the Perioperative Services Department is a major hub of revenue generation and resource consumption. It faces many unique challenges not shared by other hospital departments, including a high level of supplies management, OR suite changeovers, and staff training. A Lean approach to OR operations improvement tailored to these issues is needed.



What You Will Learn:

- The purpose of this 3-day workshop is to train the Perioperative Services Department management team on the practical application of Lean principles and tools.
- The course follows the Lean Hospital Roadmap, a structured step-by-step guide to Lean success.
- By the end of the workshop, participants will be able to lead Kaizen Events within their department and across multi-disciplinary teams.

Why Take This Course?

Hospital leaders need to lead the effort of continuous improvement. They need to understand deeply the rationale for building a Lean Hospital, and also have hands-on experience with the suite of Lean tools that will be used. Following this 3-day workshop, graduates will be able to truly lead the Lean transformation in their departments. While the examples are focused on the OR, any hospital department will benefit.



Program Agenda

The *Lean in the OR Workshop* follows a structured schedule over a 3-day period. Here are the lesson topics, as documented in the Lean Hospital Roadmap:

Introduction to the Lean Hospital. Overview of how Lean is applied in an OR and hospital environment. Intro to the Lean Roadmap.

Lesson 1: Assess the Current State of OR or hospital performance, using an industry standard methodology.

Lesson 2: Use Value Stream Mapping method to analyze key value streams. Develop a Master Plan for Lean process improvement.

Lesson 3: Train Leadership Team. Training OR and Hospital leadership is critical to sustain Lean improvements.

Lesson 4: Create a Performance Dashboard. Develop the data elements to be included in the Dashboard. Define the update frequency.

Lesson 5: Conduct pilot projects. Learn the basics of Kaizen as a Lean Hospital's main deployment tool.

Lesson 6: Train hospital staff. Learn why training all OR and Hospital staff is critical to promote and sustain Lean improvements.

Lesson 7: Implement Goal Deployment tools. Learn the basics of the A3 method for Goal Deployment and project management.

Lesson 8: Develop Unit Master Plans. Learn the importance of developing Unit-specific Master Plans.

Lesson 9A: Conduct initial Kaizen Events. Learn the 7S tool for Housekeeping and Organization of the OR and the whole hospital.

Lesson 9B: Apply the Kanban tool for medical supplies management in the OR and the whole hospital.

Lesson 9C: Practice Quick Changeover (turnover) for improved Procedure room and patient room utilization.

Lesson 10: Implement Kaizen Suggestion System. Introduce the Quick-and-Easy Kaizen methodology.

Lesson 11: Institute Unit CPI Team. Continuous Process Improvement Teams will be set up in each unit/department.

Lessons 12-13: Understand the role of Lean Mentors in the long term sustainability of the Lean initiative and the driver for improvement.

Lesson 14: Implement Sustainability Roadmap. Learn the steps to be taken to ensure sustainability of results and stability of processes.

Lesson 15: Roadmap Compliance Audit. Conduct an audit of the status of the Lean initiative over time.

Who Should Participate?

Every member of the hospital leadership team. We recommend:

- Clinical Directors
- Clinical Support Services Directors
- Clinical Manager
- Clinical Support Services Managers
- Administrators
- Associate Administrators
- Vice Presidents
- CEO, CNO, CMO, CFO



About Leonardo Group Americas

Leonardo Group Americas (LGA) is a Lean training and consulting company with offices in the US and Germany. Since 1998, LGA has provided a fully-integrated suite of Lean services including introductory to intensive workshops, enterprise-wide consulting, remote coaching, books, on-line training, performance analytics, and simulation tools.

Our *Lean Hospital* practice has pioneered Lean thinking and methods in operating rooms, emergency departments, pharmacies and nursing floors at large metro hospitals, teaching hospitals and hospital systems. LGA Founders, Richard D. Rahn and Gerard Leone, have documented their approach to Lean in numerous books, including the recently published Lean source book, ***The Roadmap for the Lean Hospital*** and five other *Lean Hospital* books.



Hands-On Exercises

Students learn best by doing, and the Lean in the OR Workshop will include the actual implementation of the Lean Hospital process improvement tools and methods in a simulation environment.

Take Home Resources

Attendees will receive a copy of the Lean in the OR Workshop workbook, a copy of the full Lean Hospital Roadmap, a CD with all necessary forms, spreadsheets and checklists, and a copy of all of the Lean Hospital books authored by the instructors. These include *Roadmap for the Lean Hospital*, *Lean in the OR*, *Lean Training Games in the OR*, *Lean Supplies Management in the OR*, *Quick Changeover in the OR*, and *Value Stream Mapping in the OR*.

The Online *Lean in the OR* Course

You have heard about the Learning Curve, but what about the Forgetting Curve? Unless your training is reinforced with application or review, knowledge fades. The *Lean in the OR* Online course allows you to review the lessons covered in the live course, at your own pace. This on-line training is included in the registration fee, and represents a \$900 value!

Additional Support

If additional help is desired after the workshop, on actual in-house projects, the Leonardo Group can provide both remote coaching support as well as on-site consulting as a part of your implementation team.

Workshop Details

Date: September 15-17, 2015
3-Day Workshop

Time: 8:00 AM to 5:00 PM
Program ends at 3:00PM on Day 3

Location: ConMed Learning Center
11311 Concept Boulevard
Largo, Florida 33773

Cost: \$1,495/Person, Lunch included
\$300 Early Bird discount available
until August 15, 2015.
Discount Code: LEANHOSPITAL1

Registration

Register online at:
www.leonardogroupamericas.com

For more information contact:

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