



## **Lean Healthcare Online**

### **Can Lean Process Principles Be Applied To Healthcare?**

We sometimes hear "We are not manufacturers", and "we're not Toyota!" That's quite right; Healthcare is not the same as an automotive assembly line.

Does this mean that Lean process principles, methods and tools cannot work in a Healthcare setting. Of course not. Lean has been effectively applied in many industries: financial services, retail, manufacturing, government, the automotive industry, and in Healthcare.

Like any other industry, Healthcare faces enormous pressures and challenges. The cost of services has been growing at about twice the inflation rate. Lean initiatives in Healthcare typically result in reduced costs for the same level of service, and the freeing up of capacity to reduce wait times without over-taxing staff or facilities.

Lean Advisors Online courses include Healthcare illustrations, examples, and case studies that are drawn from direct experience with Lean implementation in real-world Healthcare organizations. These Lean Healthcare training and certification courses blend with on-site Lean team activities to help you create and sustain your organization's Lean culture. This is Lean for Healthcare that works!

### **Available Course Titles**

If you are viewing onscreen - click on a course title for more information

- [Lean: Introduction to Lean Concepts](#)
- [Lean: Value Stream Mapping](#)
- [Lean: Kaizen Events](#)
- [Lean: 5S Workplace Organization](#)
- [Lean: Mistake Proofing](#)
- [Lean: Achieving Flow](#)
- [Lean: Yellow Belt Training Program](#)

### **Benefits of Online Courses**

Lean Healthcare Online features interactive multimedia training courses presented as individualized workshops intended for Healthcare managers, technologists, staff, and trainers who are on the "Lean Journey". Benefits include:

- Standardized training - consistent, accurate, reliable content every time
- A common body of Lean knowledge that is easily available for all to share
- Flexible online access - "always available" 24x7 across shifts, departments, locations
- Latest interactive multimedia technology - for interest, engagement, and fun
- Self-paced delivery - improves the efficiency and effectiveness of learning
- Individual on-demand training - no waiting for a class to be scheduled
- Reduced language barriers for students - with text + audio + visual + review
- Shorter student away-from-work training time - lowers training cost significantly
- Reduced demand on your Lean experts to deliver instruction on "the basics"
- Compliance with ISO and industry standards for training and qualification records
- Convenient and easy to use - point and click to learn: it's that simple



05-0032-02-10

## **Complete Training System**

Lean Healthcare Online is a complete training system that includes:

- State-of-the-art training content developed with Lean experts by learning professionals
- A choice of delivery formats and options to meet your specific needs
- Available SCORM format to integrate with a Learning Management System (LMS)
- Comprehensive certification testing to assure students have understood the content
- Technical Support via email and telephone

## **Testing and Certification**

Each Lean Healthcare online course incorporates interactive learning checks throughout the instructional sequences. Certification tests are criterion-referenced and module-based with feedback on every response for enhanced learning. Each online Healthcare course allows you to train, test, verify, and certify that students have learned and understand the course content. Administrative access to dates and scores of tests and certifications is compliant with ISO quality standards training requirements.



## Course Descriptions

### Lean: Introduction to Lean Concepts

Course code: HLC  
Delivery: On-line web  
Length: 1.5 hours

Healthcare providers face unique challenges – as large institutions providing the most intimate of services, they are mandated to balance quality of care with organizational efficiency. Lean offers a refreshing alternative to the “quality versus cost” conundrum – fix the broken processes that stand between healthcare workers and their patients, and improve the quality of care while reducing costs.

Introduction to Lean Concepts is based on real case materials from healthcare, with an emphasis on the patient experience. Concepts are introduced within the context of key issues such as surgical wait times, admission procedures, coordination of services, and distribution of supplies and medication.

### Audience

Lean: Introduction to Lean Concepts is an interactive, multimedia, eLearning training program. It is intended for managers, technologists, healthcare staff, and trainers in the Healthcare industry who work in, or are transitioning to, a Lean workplace.

### Lean: Introduction to Lean Concepts Training Course Content

- Advantages of going Lean in Healthcare
- The nine kinds of waste, with Healthcare examples
- Lean attitudes and metrics
- Traditional Healthcare organizations
- Overcoming Obstacles to Lean transformation
- Lean as a total system –a cultural shift
- Mapping the patient-centric Value Stream – the meaning of end –to-end transformation
- The ongoing Lean journey in Healthcare

### Modules

View the [Course Introduction Video](#)

1. What is lean
2. “Seeing” Waste
3. The Lean Paradigm
4. The Lean system

### Purchase

Purchase Lean: Healthcare Introduction to Lean concepts: [Buy now on-line](#)

For more on delivery options, to request a course demo, or for more information:  
email: [sales@automatedlearning.com](mailto:sales@automatedlearning.com) or Tel: (613) 599-9975



05-0032-02-10

## Lean: Value Stream Mapping

Course code: HVS  
Delivery: On-line web  
Length: 1.0 hour

A value stream is the set of all activities, from request to delivery, used to provide a product or service to our clients. Understanding and improving our processes as integrated end-to-end systems is fundamental to real and sustainable improvement in healthcare.

Enterprise Value Stream Mapping® is a lean technique that provides this end-to-end "systems" perspective for analysis and coordinated improvement. EVSM® provides a roadmap and shared vision, and an actionable plan. Applied to healthcare systems, this results in a cycle of continuous sustainable improvement in meeting our patients' needs.

### Audience

Lean: Value Stream Mapping is an interactive, multimedia, eLearning training program. It is intended for managers, technologists, patient care workers, support staff, and trainers in the healthcare industry who work in, or are transitioning to, a lean workplace.

### Lean: Value Stream Mapping Training Course Content

- The value stream and Enterprise Value Stream Mapping®
- Six major steps in value stream improvement using EVSM®
- Differences between process mapping and value stream mapping
- Identifying the value stream or value stream family
- Developing the current-state value stream map
- The value stream team, and going to gemba to gather data
- Symbols used to illustrate process physical and information flows
- Developing the future-state value stream map
- Analysis of the current-state, client demand, takt time, waste
- Kaizen bursts, improvement opportunities, the pacemaker
- Developing the future-state implementation plan
- Sequence and coordination of improvement activities
- Execution of the plan through kaizen improvement teams
- Moving from the current state toward a future-state vision

### Modules

View the [Course Introduction Video](#)

1. Introduction to Value Stream Mapping
2. Mapping the Current State
3. Mapping the Future State
4. The Future State Implementation Plan

### Purchase

Purchase Lean: Healthcare Value Stream Mapping: [Buy now on-line](#)

For more on delivery options, to request a course demo, or for more information:  
email: [sales@automatedlearning.com](mailto:sales@automatedlearning.com) or Tel: (613) 599-9975

Enterprise value stream mapping® and EVSM® are registered trademarks of Kaizen Institute Lean Advisors.



## Lean: Kaizen Events

Course code: HKE

Delivery: On-line web

Length: 1.5 hours

Kaizen, Japanese for “improvement for the better”, is at the core of Lean, both practically and culturally. Kaizen events are structured sessions where workers build action plans to correct deficiencies, usually identified previously in a Future State Implementation Plan. For Healthcare workers who are passionate about patient care, these events are the moment of truth where they take on the barriers that stand between them and their patients.

### Audience

Lean: Kaizen Events is an interactive, multimedia, eLearning training program. It is intended for managers, technologists, healthcare staff, and trainers in the Healthcare industry who work in, or are transitioning to, a Lean workplace.

### Lean: Kaizen Events Training Course Content

- The meaning of Kaizen in Healthcare
- Kaizen Events, the patient-centric Value Stream Map, and the Future State Plan
- Responsibilities of the Value Stream Leader and Kaizen Event Leader
- Cross-functional Kaizen teams, types of Kaizen
- How a Kaizen Event is initiated, event constraints
- Successful practices of Kaizen Healthcare teams
- Basic team problem-solving tools, Brainstorming, Five Why
- Root Cause and the Cause and Effect Diagram
- The Kaizen Event Problem-Solving Process
- Identify the problem, measure, analyze, generate solutions
- Select the solution, implement, evaluate, standardize
- Kaizen problem-solving tools
- Sustaining Kaizen improvements in the Healthcare system

### Modules

View the [Course Introduction Video](#)

1. Preparing for a Kaizen Event
2. Working Together in a Kaizen Team
3. Finding a Solution
4. Implementing the Solution

### Purchase

Purchase Lean: Healthcare Kaizen Events: [Buy now on-line](#)

For more on delivery options, to request a course demo, or for more information:  
email: [sales@automatedlearning.com](mailto:sales@automatedlearning.com) or Tel: (613) 599-9975



## Lean: 5S Workplace Organization

Course code: HFS

Delivery: On-line web

Length: 1.5 hours

5S, an acronym for “sort, set-in-order, shine, standardize, sustain”, is a simple yet powerful method for transforming the physical workspace. Frequently applied in Healthcare to busy areas such as nursing stations, operating rooms, supply areas, and emergency wards, 5S helps create an orderly environment to support Leaner processes, while making safer facilities that are pleasant for workers and reassuring for patients.

### Audience

Lean: 5S Workplace Organization is an interactive, multimedia, eLearning training program. It is intended for managers, technologists, healthcare staff, and trainers in the Healthcare industry who work in, or are transitioning to, a Lean workplace.

### Lean: 5S Workplace Organization Training Course Content

- The origin, structure, and benefits of 5S in Healthcare
- The sorting process
- “Red-tagging” to identify and remove unnecessary material from the workplace
- Necessary processes to improve access to materials and equipment
- The role of cleaning in maintaining quality and throughput
- Creation and use of procedures, policies, and job aids associated with 5S activities
- Roles and functions in the monitoring of, and improvements to, 5S processes

### Modules

View the [Course Introduction Video](#)

1. Introduction to 5S
2. The Sort Process
3. The Set-In-Order Process
4. The Shine Process
5. The Standardize Process
6. The Sustain Process

### Purchase

Purchase Lean: Healthcare 5S Workplace Organization: [Buy now on-line](#)

For more on delivery options, to request a course demo, or for more information:  
email: [sales@automatedlearning.com](mailto:sales@automatedlearning.com) or Tel: (613) 599-9975



## Lean: Mistake Proofing

Course code: HMP

Delivery: On-line web

Length: 1.5 hours

Mistakes or errors create defects and waste, and Lean is about eliminating waste in the Value Stream process. In industry, mistakes can cause scrap, rework, delays, and unhappy customers. In Healthcare, mistakes or errors can also cost lives.

Mistake Proofing is an established Lean technique that identifies sources of error and puts in place devices and methods designed to prevent errors, or the negative impact of errors. This Lean Healthcare training course features illustrations and examples drawn from direct experience with Lean implementation in real-world Healthcare organizations.

### Audience

Lean: Mistake Proofing is an interactive, multimedia, eLearning training program. It is intended for managers, technologists, patient care workers, support staff, and trainers in the Healthcare industry who work in, or are transitioning to, a Lean workplace.

### Lean: Mistake Proofing Training Course Content

- Consequences of error in Healthcare
- Three primary sources of error and the relation between errors and defects
- Mistake Proof, Failsafe, Poke Yoke, and Jidoka, with everyday examples
- Characteristics of Mistake Proofing devices, and methods
- Four levels of Mistake Proofing, with Healthcare examples
- The role of the Value Stream in a continuous problem solving cycle
- Red-flag conditions in Healthcare
- Mistake Proofing and Conventional Wisdom
- The value of 5S in Mistake Proofing
- Examples of Colour coding, positioning assists, and devices for Mistake Proofing
- Mistake prevention, standardized operating procedures, and checklists
- Mistake Proofing document design

### Modules

View the [Course Introduction Video](#)

1. Introduction to Mistake Proofing
2. Levels of Mistake Proofing
3. Implementing Mistake Proofing
4. Examples of Mistake Proofing

### Purchase

Purchase Lean: Healthcare Mistake Proofing: [Buy now on-line](#)

For more on delivery options, to request a course demo, or for more information:  
email: [sales@automatedlearning.com](mailto:sales@automatedlearning.com) or Tel: (613) 599-9975



05-0032-02-10

## Lean: Achieving Flow

Course code: HFL

Delivery: On-line web

Length: 1.5 hour

Do patients want to wait hours in an emergency room, or months for a scheduled medical procedure? No, of course not, ideally, they want to go from one process to the next - never having to wait. They need service to flow. When clients have to wait, the flow of the value stream has stopped. Basic to Lean is creating processes where no interruptions occur. By removing waste and adding value for the client, we can reach our ultimate goal of flow.

This course describes key concepts of 'flow' and 'pull', including: the relationship of flow to client value, analyzing flow within the value stream, removing blockages to flow, improving layout for flow, and methods for balancing work and facilitating flow.

### Audience

Lean: Achieving Flow is an interactive, multimedia, eLearning training program. It is intended for managers, technologists, patient care workers, support staff, and trainers in the healthcare industry who work in, or are transitioning to, a lean workplace.

### Lean: Achieving Flow Training Course Content

- Flow and the principles of Lean
- Benefits of improving flow for internal and external clients
- Takt time as the measure of client demand, variable demand
- Flow, pull, push, and challenges that impede flow
- Analyzing flow within the value stream
- Process and how batch size affects flow
- Signs of poor flow, value stream map, kaizen events
- 5-S and flow, impact of motion & transport, turnover, errors, extra processing
- Steps to improve layout for flow
- Inventory reduction, workspace design
- Balancing work and facilitating flow
- Appropriate use of pull systems, Kanban, Supermarket
- Heijunka and dealing with fluctuating demand

### Modules

View the [Course Introduction Video](#)

5. Introduction to Flow
6. Analyzing Flow
7. Removing Roadblocks to Flow
8. Layout for Flow
9. Work Balance

### Purchase

Purchase Lean: Healthcare Mistake Proofing: [Buy now on-line](#)

For more on delivery options, to request a course demo, or for more information:  
email: [sales@automatedlearning.com](mailto:sales@automatedlearning.com) or Tel: (613) 599-9975



## **Lean: Healthcare Yellow Belt Training Program**

Course code: HYB

Delivery: On-line web

A Lean Yellow Belt is an individual with broad training in Lean principles, techniques and tools. The Lean Yellow Belt is well qualified to participate and contribute as a full member of a Lean Kaizen improvement team, and to contribute in a lean work environment. As a Yellow belt, you might be expected to demonstrate leadership, to mentor and assist other team members who have less Lean training and knowledge, but you would not be expected to act as Team Leader until you have gained additional practical experience in applying Lean in a Healthcare workplace setting.

This Lean Yellow Belt Training is a flexible program that offers you the opportunity to learn on-line at your own pace. Upon successful completion, you will receive a Lean Healthcare Yellow Belt Certificate and academic achievement transcript listing the qualification marks for each of your completed courses.

### **Audience**

The Lean Healthcare Yellow Belt is comprised of a set of interactive, multimedia, training courses. These on-line courses are intended for all staff including managers, technologists, patient care workers, support staff, and trainers who require comprehensive initial training in Lean to prepare them to contribute in a Lean process workplace.

### **Requirements for the Lean Healthcare Yellow Belt Certificate**

- Four required courses that form the core fundamentals of Lean Healthcare practice
- One optional course from the specific Lean techniques and tools group of courses
- Completion of all five courses including assessment testing for each course
- A minimum academic mastery level of 80% achieved on all assessment testing

### **Lean Healthcare Yellow Belt Program Content**

#### **Core Fundamentals of Lean – Six Required Courses**

[Introduction to Lean Concepts](#)

[Value Stream Mapping](#)

[Kaizen Events](#)

[5S Workplace Organization](#)

[Mistake Proofing](#)

[Achieving Flow](#)

### **Purchase**

Purchase the on-line Lean Healthcare Yellow Belt Training Program: [Buy now on-line](#)

For more on delivery options, to request a course demo, or for more information:  
email: [sales@automatedlearning.com](mailto:sales@automatedlearning.com) or Tel: (613) 599-9975



## Computer Delivery Formats

On-line web courses can be delivered securely over your network to any computer in your facility, and can also be delivered to any computer in any location with a high-speed Internet connection. Using your corporate Learning Management System (LMS) courses and complete training records can be securely maintained on your server. There are several on-line web alternatives.

Benefits include:

- Automated registration, tracking, testing, certification – reduced administrative time
- Flexible online access -"always available" 24x7 across shifts, departments, locations
- Latest interactive multimedia technology – for interest, engagement and fun
- Self-paced delivery – improves the efficiency and effectiveness of learning
- Individual on-demand training – no waiting for a class to be scheduled
- Reduced language barriers for students – with text + audio + visual + review
- High quality graphics, video and audio media - optimized for the delivery format
- Shorter student away-from-work training time – lowers training cost significantly
- Reduced demand on your expert resources to deliver instruction on "the basics"
- Standardized training - consistent, accurate, reliable content every time
- Convenient and easy to use - point and click to learn, it's that simple
- All courses available under a single license – mix and match flexibility
- Compliance with ISO and industry standards for training and qualification records
- Customized content and organization branding "look-and-feel" options are available

## Web-Based Corporate LMS

Many organizations today use a Learning Management System (LMS) to manage registration, course delivery, and record keeping. Our Online Web-based delivery is a standards-compliant solution that works with your LMS to deliver courses over your organization's network, or over the Internet.

- Standard web browser interface with Flash plugin on each student workstation
- Windows or Unix variants supported on student workstations
- Courses conform to LMS industry standards (SCORM)
- Your LMS manages registration, course delivery and records keeping
- An engineering charge applies for LMS course integration
- Courses can be customized to meet your specific needs



## **Web-Based Turnkey LMS**

The Turnkey Learning Management System (LMS) is a convenient and economical solution for organizations that do not currently use an LMS, but would like to take advantage of the registration, course delivery, and records keeping features an LMS can provide. With the Turnkey LMS you lease off-site server and LMS services sized for your requirements. Courses are delivered over the Internet.

- We preload the courses you order, and you are up and running quickly
- Standard web browser interface with Flash plugin on each student workstation
- Access from any broadband Internet connected computer, even from home
- Your administrator has direct access for LMS registration and records tracking
- Branding "look-and-feel" options are available to make it "your" learning site
- Your Turnkey LMS is compatible with other vendor's SCORM courses as well
- Minimal impact on your IT support system
- No capital outlay required, and inexpensive annual fees to lease the off-site LMS

## **Web-Based Internet**

Online Web format courses are also available as a hosted solution with no requirement to install software on your server. Courses are externally hosted on our LMS, and are delivered over the Internet. Students need only receive a user ID and password.

- No requirement to install software on your server
- Standard web browser interface with Flash plugin on each student workstation
- Can be accessed from any broadband Internet connected computer, even from home
- Windows or Unix variants supported on student workstations

## **Web-Based Individual**

Web-training courses can also be purchased online for individual or small volume use. Both individuals and companies make use of this option when there is a limited requirement for training. Individuals receive user ID and password within 48 hours of purchase. Web-Based Individual course access is via a standard Internet website link. Courses are delivered via web browser with Flash plugin.

## **Implementing Lean in Your Organization**

Do you require comprehensive Lean knowledge across locations, departments and levels? ALC's Lean Healthcare Online courses provide a flexible and cost-effective way to deliver consistent Lean training across your organization. This can aid in an initial rollout of Lean Healthcare practices as well as in sustaining and embedding Lean in the organization's culture for the long term.

For group discounts or to order directly from the ALC office, phone 1-866-263-9964 or email [sales@automatedlearning.com](mailto:sales@automatedlearning.com).

[More on Lean Healthcare Training Courses](#) from Automated Learning