



# Lean Healthcare Black Belt

Leading and Managing Lean  
for Health Services



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<https://www.leadingedgegroup.com/course/lean-healthcare-black-belt-program/>

## ●● Program Overview



This program provides participants with a practical application of advanced Lean Healthcare tools and techniques, as well as developing the appropriate process improvement, leadership and project/program management skills to drive the changes that are necessary for a successful Lean Healthcare transformation.

## ●● Key Features and Benefits

The Lean Healthcare Black Belt certification program and accompanying process delivers a number of benefits for you and your organization:



Gain immediate return on investment and benefit from a live project to achieve workplace quality, process and service improvement



Custom built for the entire health sector, including real world examples and health sector case studies



Obtain a sought after industry qualification that is recognized internationally



In-course practice and assessments



Develop key skills such as advanced Lean Healthcare tools, leadership, change management and strategic planning and deployment



Self-paced, practical and relevant



Get access to integrated learning videos developed and delivered by Lean Healthcare and clinical experts



Enhance your status as a recognized leader in continuous improvements within the health sector



## ● Key Topics

The program is made up of the following learning pillars:



### Lean Healthcare Strategic Planning and Deployment

This pillar outlines and explains how best to achieve a sustainable Lean transformation or roll-out. It outlines how strategic goals and objectives for Lean should be developed and deployed and it explains the most appropriate structure and relevant skill sets required in an organization to ensure that the Lean implementation can be fully supported and sustained. It also provides guidelines for developing and executing a suitable framework and roadmap for Lean and sustainable culture change.



### Lean Project and Program Management

To understand how to manage large scale Lean quality improvement projects, we need to explain the processes that are used in project management. This pillar provides such an explanation. It begins by explaining the project management system and introducing the Project Management Body of Knowledge. It then explores the 5 core project management processes and the 12 rules of project management.



### Effective Leadership and Change Management

This pillar provides an overview of change management and the key role an effective Lean leader plays in driving effective and efficient change. It explains the key change management concepts and provides a model, templates and tools to guide participants through successful Lean Healthcare Black Belt improvement projects. The pillar outlines and explains steps but does not provide a “recipe” for successful change as each project requires a balance between the science and art of change management.



### Advanced Lean Healthcare Tools and Practices

This pillar refreshes on the background and development of Lean and its effective application. It outlines and explains the more advanced tools and techniques of the philosophy and how these are best deployed to achieve sustainable improvements. The tools and techniques covered will expand upon existing knowledge of Lean and empower participants to initiate or accelerate their own Lean journey and that of the organization.

## ●● Unlocked Pathways to Success

●● **Leading large-scale Lean improvement initiatives in the health sector**

●● **Providing internal coaching and mentoring in Lean**

●● **Managing and tracking multiple Lean Healthcare projects**

●● **Coordinating Lean Healthcare strategy with senior management**

The program is practical and the techniques taught can be quickly used and implemented to produce systemic change. The mentor was incredibly helpful bringing her years of experience on the healthcare frontlines to bear in helping me learn how to apply the new knowledge. All the team at Leading Edge were flexible and ready to assist.

— *David Hesidence,*  
*Royal Ottawa Health Care Group*



Services de santé  
**Royal Ottawa**  
Health Care Group



## Assessment and Certification

Participants are assessed based on completing a facility-based workplace improvement project and 4 module assignments. Upon successful completion, participants will receive a globally recognized Lean Healthcare Black Belt certificate and a digital badge from Leading Edge Group.



## Project Examples

Through our Lean Healthcare Black Belt program, we have empowered professionals to achieve tangible outcomes such as:

### **Reduced inventory wastes and acquisition costs through the deployment of centralized purchasing at a hospital pharmacy**

- cost avoidance/savings of \$119K; \$274K reduction of on-hand inventory; acquisition cost avoidance of \$132,250

### **Gynecology oncology**

- implemented a new model of ambulatory care delivery moving, from 348 0.5-day clinics to 14 disease sites
- reduced patient cycle time from appointment to check-out; reduced wait times; improved response times for new referrals and achieved process standardization

### **Phlebotomy patient pathway**

- reduced cycle time from patient arrival to departure; reduced wait times for phlebotomy; matched staffing capacity with patient demand

### **Acute care and mental health hospital**

- improved medication reconciliation upon admission from approximately 50% of the time to a sustained rate of over 80%

## Duration and Delivery



Approximately 200  
program/contact hours



Participants have up to 12 months to  
complete the self-paced program



Self-paced online learning



Useful tools, templates and resources  
provided



3 textbooks are provided  
upon enrollment



Lean Green Belt qualification or similar level  
of practical Lean experience is a prerequisite

### Instructor-led training



Instructor-led training is also available for groups of participants within your organization. Training dates are scheduled with your organization and can be delivered through traditional classroom or live online training over the equivalent of 8 days.

## Expert Mentoring Support

Full online mentoring support for participants is provided throughout the program. This support involves:



Providing any further clarification on subject matter queries



Advising on suitable project selection and scoping



Supporting participants as they undertake their Black Belt  
improvement projects

Participants can connect with their mentor at any stage through phone/Zoom/Teams and/or email and will receive a response to any query within 2 business days.



## ● Sample Expertise



**Chris  
Chadwick**

A Lean Black Belt practitioner with over 20 years of experience, Chris has significant expertise in managing Lean teams and projects across the health sector.

Chris has trained and mentored over 600 professionals in Lean and has successfully led and facilitated numerous projects within areas that include layout and flow design; discharge planning; clinical documentation; pharmacy dispensary; centralized scheduling and transfer of care.

### Experience highlights include:

- Lean process improvement to reduce the wait list for outpatient mental health services from 58 days to 11 days
- Facilitated a value stream exercise to reduce the consult wait time for pediatric assessments from 9 months to less than 30 days
- Facilitated a project to redesign integrated care through community partnerships providing palliative care to reduce gaps and avoid unnecessary hospital visits

Krista is a Lean Sigma Black Belt, registered nurse with a Masters in Public Health, an educator and a certified instructor and facilitator with over 15 years of experience leading transformational change.

She has significant expertise in continuous quality improvement, quality assurance, project management, change management, risk management, client service, accountability metrics and strategic planning.

### Experience highlights include:

- Educator and a certified instructor and facilitator with a passion for streamlining processes and identifying areas of opportunities and value
- Supported and led multiple process improvements related to the COVID-19 vaccination roll-out as both quality manager and logistics manager
- Leads projects including facilitation of mapping sessions; supporting teams to identify and implement improvements and developing sustainability plans
- Expertise in project and change management; responsible for leading, managing, and executing multiple large projects simultaneously



**Krista  
Galic**

## Our Testimonials



Our Black Belt experience was extremely helpful for CCMHC.

We were able to reduce 156 minutes of waste in our processes for each employee at the organization as part of our final Black Belt project. Even more exciting is that we continue to press forward with this large project to find more efficiencies, while focusing on the voice of our customers to ensure that we provide the best possible services to meet the needs of children and families accessing our services.

We would highly recommend that child and youth mental health services across the province consider Leading Edge Group as a source of training for Lean in the healthcare sector.

– *Michael Hone*  
*Crossroads Children's Mental Health Centre (CCMHC)*



My Black Belt project has had a very positive impact on the Lean maturity of our organization. Improved patient outcomes were realized through this project; we have experienced a 41% drop in our corporate rate of falls with harm. The three units experienced a 42%, 27% and 31% reduction in average number of call bells per day from a pre-purposeful rounding implementation baseline. The benefits to this are two fold, less noise on the units for patients and families and fewer distractions for nurses.

— *Liz Gerow,*  
*Orillia Soldiers' Memorial Hospital*



## Leading Edge Group Overview

Formed in 1995 and with key locations in Canada, Ireland and Australia, Leading Edge Group supports a variety of relevant client organizations through providing the following services:

- 1 Lean Healthcare training and certification
- 2 Agile training and certification
- 3 Strategic and operational management consulting

Our organization supports a large number of health and social services organizations internationally. Likewise, our team incorporates experienced practitioners who have helped health sector organizations achieve enhanced quality and safety; increased operational excellence; improved levels of service; increased patient/employee satisfaction; among other improvements.

Striving for perfection underlies everything that we do and we provide our customers and partners with the platform to develop a Lean culture and sustain it in their everyday work. We use a combination of data-based process change and positive cultural change to improve performance and help your organization to grow.

We have provided over 140,000 hours of instructor-led and self-paced online training in Lean concepts, tools and practices to over 12,000 students internationally since 2005.

## Sample Clients



## How to Register

Please visit our website to book online:



<https://www.leadingedgegroup.com/course/lean-healthcare-black-belt-program/>

Alternatively, please contact us by phone or email using the details below.

## Contact Us



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