LEAN EXECUTIVE BRIEFING-

Healthcare
Manufacturing

Description: Training for supervisors and mid-level managers on Lean Manufacturing. Understanding their role in a Lean Company and learning what they should be doing to cultivate a Lean culture within their organization. Participants will be introduced to a variety of Lean tools and concepts.

Competencies: Understanding the basic principles of Lean Manufacturing: 5s, VSM, Standardized Work, Visual Management, Kaizen, Teamwork, Single Piece Flow, Kanban, etc. and how it applies to their company.

Outline:

- Lean Management vs conventional management
- Lean Strategy
  - Respond to exact customer demand (what does your customer expect?, Quality at the source)
  - Eliminate Waste (Muda, Muri, Mura) – 8 types of Waste
  - Continuously Improve (VSM, Kaizen, 5s)
  - Three Absolutes for Lean
  - Produce one at a time (TAKT time, cycle time, kanban, pull production, single piece flow, standardized work, jidoka)
- Roles for a Leader at a Lean Company

Suggested Learning Resources (Course Materials): Handouts

Suggested Method of Instruction: Lecture and activity

Suggested Method of Evaluation:

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LEAN VALUE STREAM MAPPING

Description: Value stream mapping is a graphical tool to aid in the understanding of a process. It will allow one to identify waste, improve efficiencies, improve productivity and improve motivation.

Competencies:

- Understanding and drawing a Current State Map
- Gathering information (cycle time, available time, number of operators, changeover times, batch sizes, scrap rates, downtime, dedicated or shared operations, etc)
- Identifying improvement opportunities
- Creating a Future State Map
- Understanding Cycle Time
- Understanding Takt Time
- Line balance
- Kanban
- Continuous flow
- Bottleneck operations
- Creating a plan to facilitate change

Outline:

- **Expectations**
    - **Looking for waste**
    - **Improving efficiency**
    - **Improving productivity**
    - **Improving motivation**
- **Steps to Transformation of a process**
    - **Selection of Lean Champion**
    - **Training**
    - **Create an urgency to begin Lean**
    - **Map entire process**
    - **Decide on improvements**
- **Value Stream Mapping**
    - **Tips for drawing a map**
    - **Information needed for map**
    - **Value added vs. waste**
    - **Material Flow and Information Flow**
    - **Cycle Time**
    - **Takt Time**

- **Continuous Flow**
- **Bottleneck**
- **Line Balancing**
- **Kanban**
- **Hands on Value Stream mapping**

Suggested Learning Resources (Course Materials): Handouts

Suggested Method of Instruction: Lecture and activity

Suggested Method of Evaluation: CCED Evaluation Form

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LEAN KAIZEN

Description: Kaizen is a method of continuous improvement. It's a simple, inexpensive, easily implemented way of making improvements in one's work area to improve efficiency, safety, quality and housekeeping.

Competencies:

- Understanding the Kaizen Improvement cycle
- Understanding the difference between Kaizen, Kaikaku and Jidoka
- Understanding the need and effects of continuous improvement
- Understanding different types of "waste" in a production system and their effect on production and profit
- Brainstorming and planning Kaizen events

Outline:

- **Expectations**
  - **Looking for improvements opportunities**
  - **Narrowing down opportunities by consensus**
  - **Brainstorming opportunity and developing a plan**

- **Process Improvements**

  - **Kaizen - Continuous, gradual, persistent improvements**
  - **Kaikaku - Radical improvements**
  - **Jidoka - Autonomation improvements**

- **The Effects of Continuous Improvement**
  - **Need for Continuous Improvement**
  - **Effect on Process**
  - **Effect on Workforce**

- **Kaizen**
  - **Comparison of Continuous Improvement and Innovation**
  - **"Muda" (waste)**
  - **Kaizen Cycle (PCDA)**

- **Kaizen Opportunities**
  - **Safety**
  - **Quality**

    - **Housekeeping (and "5S")**
    - **Productivity**

- **Hands on Kaizen Events**
    - **Brainstorming**
    - **Root Cause Analysis**
    - **Planning**
    - **Checking**
    - **Implementing**
    - **Follow up**

Suggested Learning Resources (Course Materials): Handouts

Suggested Method of Instruction: Lecture

Suggested Method of Evaluation: CCED Evaluation Form