

Many NHS Trusts are faced with the challenge of creating more value for patients (customers) with fewer resources. The core idea of Lean is to maximise patient value and minimising waste. Lean is not a tactic or a cost reduction program, but a rigorous approach to process improvement and quality management.

This workshop has been designed on a practical model of what effective people do to deliver tough results, supporting them to be able to:

- Add the greatest value to their Trust and patients
- Align others in support of the objectives and targets
- Apply lean to deal with high variability of patient demand and service provision
- Create high motivation
- Reduce costs and waiting time
- Increase patient satisfaction
- Achieve considerably more from fewer resources

## Who Will Benefit?

This course is designed for people with the responsibility to achieve more from processes and people to deliver improved patient value.

## Workshop Agenda

- Opening, introductions and personal expectations
- Workplace simulation exercise:
  - The participants are divided into groups and presented with a process challenge. The objective of the exercise is to create a faster process that improves the quality of the outcomes. The exercise takes the form of 4 rounds based on the 5's of lean. The exercise is not related to a particular role function therefore enabling the participants to apply the experience of the exercise to their own work based challenges.
- Review the exercise
- Understanding the key concepts of lean – Value, Value stream, Flow, Pull and Perfection
- How Lean applies to the NHS
- Workplace simulation exercise:
  - The participants are divided into groups and provided this a small ball. The objective of the exercise is to pass the ball between the participants in the shortest possible time; without dropping the ball. The exercise takes the form of 5 rounds and is directly related to the 7 wastes in the Lean process. The exercise applies to people with all levels of dexterity.
- Review the exercise
- The Lean 7 specific types of Waste
- Group exercise:
  - The participants are divided into groups and ask to think about the 5 rounds and the 7 Wastes in relation to their own real world objectives. The groups are asked to present back their findings

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- Create significant cost and time savings across your operations – case studies
- How does Lean fit in the NHS as a whole system tool - Strategy, Operations and Value
- How do we measure customer/patient value in a complex and changing working environment
- The Kano model of service design and improvement
- Group exercise:
  - The participants are divided into groups and asked to apply the Kano model to their customer/patients experience of value. They are asked to map the complex set of interrelated relationships. The objective of the exercise is to think about delivering what the customer reasonably wants with minimal waste. The participants present back their findings
- Value Stream Mapping
- Engaging staff to implement lean
- Appreciative Inquiry as a communication tool that creates embedded change
- Practical steps to engage staff to challenge their current ways of working
- Group exercise:
  - The participants are divided into groups. They are asked to structure a practical lean session. This can be specific to their work environment or based on a more generic situation. They then run a 10 minute session with participants from the other groups.
- Review the exercise
- Summary of the Lean process – Define, Measure, Analyse, Improve and Control
- Question and answer session
- Close

## Duration

1 Day

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