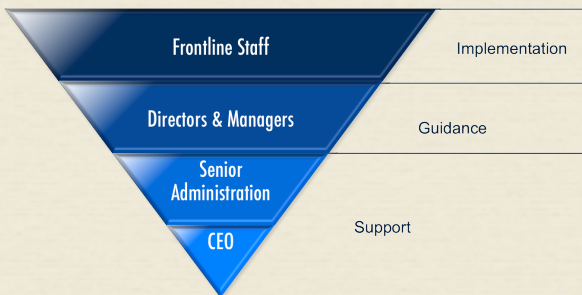


Our implementation methodology is based on the three key elements of lean, implementing standard work, making processes user-friendly and addressing any constraints within the value stream thereby, establishing unobstructed throughput.



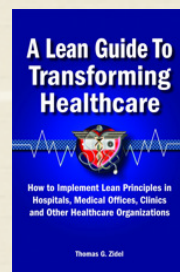
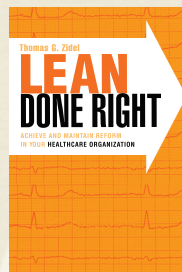
Lean employs top down commitment and bottom up implementation. Top down commitment is essential to the successful creation of a lean organization. Equally important, is the concept of bottom up implementation. It is critical that lean implementation involves the participation of frontline staff and that change is not imposed from the top down. The organizational hierarchy for lean implementation is illustrated below.



Knowledge of lean principles and tools should be commensurate with the three levels defined by the lean organizational hierarchy: support, guidance and implementation.

Tom Zidel is president of Lean Hospitals, a consulting company, which provides consulting, facilitation and training to healthcare organizations. With more than 25 years of experience in lean and Six Sigma implementation, he has guided many organizations on their lean journey. He has dedicated the last 11 years to working exclusively with healthcare organizations and is the author of the best selling book *"A Lean Guide to Transforming Healthcare"*. Tom has trained and/or mentored hundreds of healthcare professionals from many of our nation's leading hospitals, including Yale New-Haven Health System, Johns Hopkins Hospital and Aurora Health Care, in the use of Lean and Six Sigma methods and tools.

Tom's presentations and workshops are stimulating, energetic and functional. In his most recent book, *"Lean Done Right, Achieve and Maintain Reform in Your Healthcare Organization"*, he explains the two paths of implementation necessary to create a truly lean enterprise.



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LEAN HOSPITALS SERVICES



CONSULTING,
 FACILITATION,
 TRAINING AND
 STRATEGY
 DEPLOYMENT

The key to a successful lean transformation is proper implementation. The organization should adhere to an established implementation model. This model must provide strategic direction relative to improvements to the care delivery system while concurrently establishing a lean culture. Lean Hospitals' model for lean implementation is illustrated below.

ZIDEL'S MODEL FOR LEAN IMPLEMENTATION



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We begin with the hospital's strategic plan and cascades toward organizational transformation via a quality culture and an enhanced care delivery system. The model is divided into two parallel paths, a culture-creating path, which engenders a learning/action-taking organization where making problems obvious, continuous improvement and empowerment become standard operating procedure, and a system-creating path, which provides strategic direction for lean implementation and focuses on creating flow through the strategically identified value streams by eliminating barriers, reducing inventory, and leveling the process.

LEAN HOSPITALS SERVICES

Our unique approach to organizational lean transformation focuses on making the organization self sufficient as opposed to being reliant on the knowledge and experience of an outside consultant.

CONSULTING & FACILITATION

Although the application of Lean tools appears to be merely common sense, the concepts can be counter intuitive and are, oftentimes, very difficult to implement until an adequate knowledge base is formed and sufficient experience is acquired. It is highly advisable for a hospital just starting out on their Lean journey to employ the services of a consultant. Lean Hospitals also offers consulting services to successfully implement Lean from launch, to full deployment, to enterprise integration.



TRAINING:

- Lean Hospitals offers several levels of training in Lean, Six Sigma, and Lean Six Sigma including:
- Overviews
 - Lean Healthcare Workshop
 - SS Green Belt Certification
 - SS Black Belt Certification
 - Lean SS Black Belt Certification



STRATEGY DEPLOYMENT:

Establishing a strategic plan which clearly defines the hospital's long and short term objectives is a necessity for any organization. Even more important than having a strategic plan, is effective strategic deployment. Providing both vertical and horizontal alignment of the organization's strategic objectives in order to deliver results. This is accomplished by having a series of Strategic Deployment Sessions, designed to develop teamwork, and provide each member of the team with specific goals and metrics associated with specific Areas of Strategic Focus defined in the strategic plan.

