

# QHR Lean Healthcare Green Belt Certification Course

QHR Conference Center  
1573 Mallory Lane, Brentwood, TN 37027

October 7 – 10, 2019

## AGENDA

### MONDAY, OCTOBER 7, 2019

7:30 a.m. – 8:00 a.m.	CONTINENTAL BREAKFAST	QHR Dining Hall
8:00 a.m. – 8:30 a.m.	Welcome & Introductions	
8:30 a.m. – 9:15 a.m.	First Alphabet Exercise	Terry Norris Senior Lean Consultant  Judy Krempin Director Clinical & Operational Improvement
9:15 a.m. – 9:25 a.m.	BREAK	
9:25 a.m. – 9:55 a.m.	History	Judy Krempin
9:55 a.m. – 10:30 a.m.	Lean Tenants & Principles	Terry Norris
10:30 a.m. – 10:40 a.m.	BREAK	
10:40 a.m. – 11:10 a.m.	A3 Thinking	Terry Norris
11:10 a.m. – Noon	VoC/Process Observations	Judy Krempin
Noon – 1:00 p.m.	LUNCH	QHR Dining Hall
1:00 p.m. – 1:30 p.m.	Second Alphabet Exercise	Terry Norris / Judy Krempin
1:30 p.m. – 1:45 p.m.	Teams Formed	Terry Norris
1:45 p.m. – 2:00 p.m.	Team Scenario	Terry Norris / Judy Krempin
2:00 p.m. – 2:10 p.m.	BREAK	
2:10 p.m. – 2:45 p.m.	Teams Complete A3 Steps 1-3	Terry Norris
2:45 p.m. – 3:00 p.m.	SIPOC Training	Judy Krempin
3:00 p.m. – 3:10 p.m.	BREAK	
3:10 p.m. – 4:00 p.m.	Complete SIPOC & Day-1 Wrapup	Terry Norris / Judy Krempin

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### TUESDAY, OCTOBER 8, 2019

7:30 a.m. – 8:00 a.m.	CONTINENTAL BREAKFAST	QHR Dining Hall
8:00 a.m. – 8:15 a.m.	Welcome and Day 2 Overview	Terry Norris
8:15 a.m. – 8:35 a.m.	Current State Map Training	Terry Norris
8:35 a.m. – 9:00 a.m.	Create Current State Map	Terry Norris / Judy Krempin
9:00 a.m. – 9:10 a.m.	BREAK	
9:10 a.m. – 10:15 a.m.	Create Current State Map	Terry Norris / Judy Krempin
10:15 a.m. – 10:25 a.m.	BREAK	
10:25 a.m. – 10:40 a.m.	Current State Map (Value vs NVA)	Judy Krempin
10:40 a.m. – 11:30 a.m.	Current State Map (I'd V vs NVA on Map)	Terry Norris / Judy Krempin
11:30 a.m. – 12:30 p.m.	LUNCH	QHR Dining Hall
12:30 p.m. – 1:15 p.m.	Current State Map Barriers	Judy Krempin
1:15 p.m. – 1:25 p.m.	BREAK	
1:25 p.m. – 2:15 p.m.	5S and Visual Management	Judy Krempin
2:15 p.m. – 2:35 p.m.	Takt Time and Cell Design	Terry Norris
2:35 p.m. – 2:45 p.m.	BREAK	
2:45 p.m. – 3:45 p.m.	Standard Work	Terry Norris
3:45 p.m. – 4:00 p.m.	Day 2 Review and Wrap-up	Terry Norris

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### WEDNESDAY, OCTOBER 9, 2019

7:30 a.m. – 8:00 a.m.	CONTINENTAL BREAKFAST	QHR Dining Hall
8:00 a.m. – 8:15 a.m.	Welcome and Day 3 Overview	Terry Norris
8:15 a.m. – 8:45 a.m.	Mistake Proofing	Judy Krempin
8:45 a.m. – 9:30 a.m.	Root Cause Analysis Training to include Consensus Building	Terry Norris
9:30 a.m. – 9:40 a.m.	BREAK	
9:40 a.m. – 10:40 a.m.	RCA	Terry Norris / Judy Krempin
10:40 a.m. – 10:50 a.m.	BREAK	
10:50 a.m. - 1130 a.m.	Complete RCA Complete A3 Steps 4-5	Terry Norris / Judy Krempin
11:30 a.m. – 12:30 p.m.	LUNCH	QHR Dining Hall
12:30 p.m. – 1:15 p.m.	Ideal State Mapping	Terry Norris
1:15 p.m. – 1:30 p.m.	Future State Mapping	Judy Krempin
1:30 p.m. – 1:40 p.m.	BREAK	
1:40 p.m. – 2:40 p.m.	Future State Mapping	Terry Norris / Judy Krempin
2:40 p.m. – 2:50 p.m.	BREAK	
2:50 p.m. – 3:45 p.m.	Action Plan	Terry Norris
3:45 p.m. – 4:00 p.m.	Day 3 Review and Wrap-up	Terry Norris

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### THURSDAY, OCTOBER 10, 2019

7:30 a.m. – 8:00 a.m.	CONTINENTAL BREAKFAST	QHR Dining Hall
8:00 a.m. – 8:10 a.m.	Welcome and Day 4 Overview	Terry Norris
8:10 a.m. – 8:30 a.m.	Confirmed State	Judy Krempin
8:30 a.m. – 8:50 a.m.	Lessons Learned	Terry Norris
8:50 a.m. – 9:05 a.m.	Facilitation Skills	Terry Norris
9:05 a.m. – 9:15 a.m.	BREAK	
9:15 a.m. – 10:20 a.m.	Teams Report Out	Terry Norris/Judy Krempin
10:20 a.m. – 10:40 a.m.	BREAK	
10:40 a.m. – 11:00 a.m.	Gemba Waks	Judy Krempin
11:00 a.m. – 11:20 a.m.	Measuring Success	Judy Krempin
11:20 a.m. – Noon	LUNCH	QHR Dining Hall
Noon – 12:30 p.m.	Sustaining through Structure and a Lean Thinking Environment	Judy Krempin
12:30 p.m. – 1:00 p.m.	Lean Management and Culture	Terry Norris
1:00 p.m. – 1:10 p.m.	BREAK	
1:10 p.m. – 1:40 p.m.	How to Make Lean Work in Your Hospital	Terry Norris
1:40 p.m. – 2:45 p.m.	Lean Certification Requirements (Individual Plans)	Terry Norris/Judy Krempin
2:45 p.m. – 3:00 p.m.	Final Review and Adjourn	Terry Norris