

## The LEAN Journey: Certification at Bronze, Silver, and Gold levels of competence

### The Ford Models A, B, C.....and then came T

We all readily recognize the successful Ford Model T car that afforded common man entry to the new world of automobile transportation. However, the T was preceded by an alphabet of precursors including the very successful Model N. Never heard of that one right?

Now you can see the entire collection of pre-Model T Fords, the so-called alphabet cars, from the Larry Porter Alphabet Ford collection at the birthplace of the Ford Model T, the Ford Piquette Avenue Plant in Detroit.

[https://urldefense.proofpoint.com/v2/url?u=https-3A\\_www.hemmings.com\\_blog\\_2017\\_12\\_06\\_entire-2Dcollection-2Dof-2Dpre-2Dmodel-2Dt-2Dford-2Dalphabet-2Dcars-2Dtransferred-2Dto-2Dpiquette-2Dplant-2Dmuseum\\_-3Frefer-3Dnews&d=DwIFAg&c=aLnS6P8Ng0zSNhCF04OWImQ\\_He2L69sNWG3PbxeyieE&r=TGCuz4XtPkguKxFGJZC6yg&m=ulxrxzfSom2nilb8EUMeEvZEHVHux5SrO3IFLD\\_vnc&s=5dGkU07XKdn-zqhARSi8HixghWm-nn0cxAghblzNS0w&e=](https://urldefense.proofpoint.com/v2/url?u=https-3A_www.hemmings.com_blog_2017_12_06_entire-2Dcollection-2Dof-2Dpre-2Dmodel-2Dt-2Dford-2Dalphabet-2Dcars-2Dtransferred-2Dto-2Dpiquette-2Dplant-2Dmuseum_-3Frefer-3Dnews&d=DwIFAg&c=aLnS6P8Ng0zSNhCF04OWImQ_He2L69sNWG3PbxeyieE&r=TGCuz4XtPkguKxFGJZC6yg&m=ulxrxzfSom2nilb8EUMeEvZEHVHux5SrO3IFLD_vnc&s=5dGkU07XKdn-zqhARSi8HixghWm-nn0cxAghblzNS0w&e=)



### LEAN Models for Continuous Improvement

There are many parallels of the LEAN method of step-wise improvements toward the target condition using data (Plan-Do-Check-Act) and constancy of purpose resulting in the Model T. Henry Ford's approach of iterative improvements to a sound design beginning with the 1903 Model A and culminating in eventual success of the Model T is very similar to our own continuous improvement approach to "relentlessly pursuing perfection" by using knowledge of sound work principles and LEAN skills to redesign our processes.

Throughout this 2017 Wednesday's Words of Quality series I have shared key milestone steps in achieving successful iterative process change using LEAN data-driven methodologies that engage people in making authorized successful improvements at the level of the work.

- Constancy of Purpose: Creating the Lean Enterprise (2017 February)

<https://www.henryford.com/-/media/files/henry-ford/hcp/pathology/words-of-quality/feb-2017-constancy-of-purpose-creating-the-lean-enterprise.pdf?la=en>

- Doing More with Less. Redesign Lessons from Lean (2017 March)

<https://www.henryford.com/-/media/files/henry-ford/hcp/pathology/words-of-quality/mar2017-doing-more-with-less-redesign-lessons-from-lean.pdf?la=en>

- Start with Standard Work for High Quality and Reliability (2017 April)

<https://www.henryford.com/-/media/files/henry-ford/hcp/pathology/words-of-quality/2017-april-wwq.pdf?la=en>

- Employee Standard Work for Lean Engagement (2017 May)

<https://www.henryford.com/-/media/files/henry-ford/hcp/pathology/words-of-quality/wwq-may-2017.pdf?la=en>

- The White Board in Identifying Opportunities for Change (2017 June)

<https://www.henryford.com/-/media/files/henry-ford/hcp/pathology/words-of-quality/wwq-june-2017.pdf?la=en>

- Henry Ford and the Basis of Lean Thinking (2017 July)

<https://www.henryford.com/-/media/files/henry-ford/hcp/pathology/words-of-quality/wwq-july-2017.pdf?la=en>

- Deviation Management as Key Driver of Knowledge-Based Continuous Improvement (2017 September)

<https://www.henryford.com/-/media/files/henry-ford/hcp/pathology/words-of-quality/2017-sept-pathology-wednesday-words.pdf?la=en>

- Daily Management (2017 October)

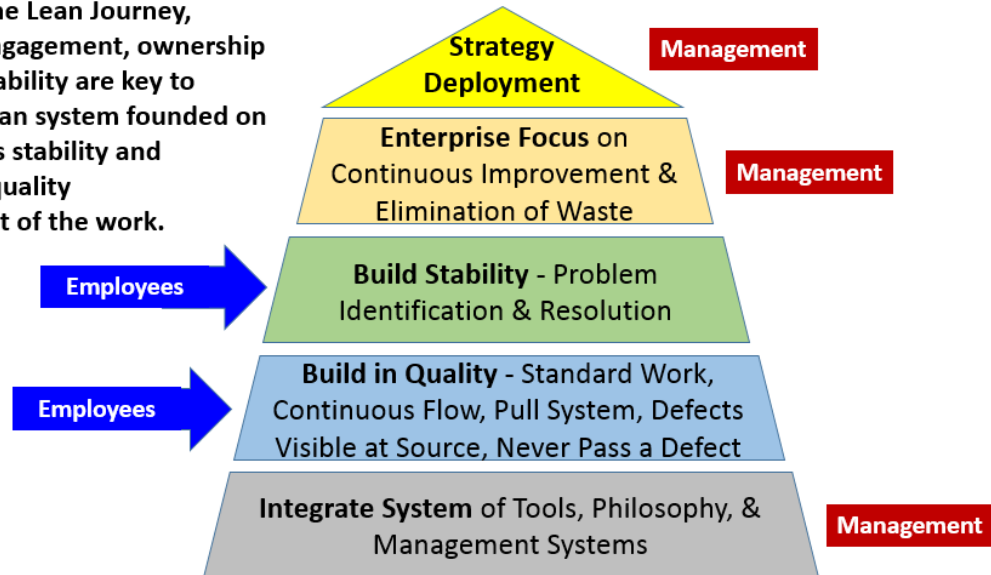
<https://www.henryford.com/-/media/files/henry-ford/hcp/pathology/words-of-quality/wwq-october-2017-daily-management.pdf?la=en>

## **LEAN Education for Successful Process Change**

Any new behavior, if expected to be done consistently well, requires a knowledge base, training and then practice of the skill. Successful continuous improvement using LEAN methods is a skill with many associated behaviors and several layers of competence for team members to master at all levels of work and management, as illustrated below.

# The Lean Journey

Early on in the Lean Journey, employee engagement, ownership and accountability are key to building a Lean system founded on work process stability and continuous quality improvement of the work.



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To this end, we have designed a yearlong offering of 3 levels of education and training certifications in LEAN skills that you may access free of charge as a Henry Ford Health System employee. Enjoy the LEAN journey!

## Henry Ford Production System LEAN Training Programs

*"It's the work, not the man that manages."*

*"The business of management is to manage.  
The thing to be managed is the work."*

-Henry Ford

## LEAN BRONZE Certification (online)

This Healthstream online introductory course will be available by February 2018 to offer a basic level of education with 6 LEAN training modules. Certification is achieved by obtaining a score of 80% or higher in all module quizzes. Course content includes LEAN fundamentals

and tools, 5S workplace organization, Deviation Management System, Daily Management System, process mapping, and PDCA problem solving using A3 format.

## **LEAN SILVER Certification (14 CME) Two-Day Training for Healthcare Leaders**

The course provides basic foundational knowledge of Deming's management philosophy for continuous improvement with human engagement at the level of the work, manufacturing-based work rules and process improvement tools derived from the Toyota Production System, supporting and sustaining management systems derived from our 13 year LEAN and ISO 15189 journey to a continuous improvement culture. Included are LEAN leadership skills leading to cultural transformation, LEAN fundamentals, 5S workplace organization, Daily Management and metrics, observation and waste-walk skills, Kanban, value stream mapping, and PDCA problem solving. Also, attendees tour the Henry Ford Core LEAN and ISO 15189 accredited Laboratories to see examples of LEAN in action.

**April 12-13, 2018      September 20-21, 2018**

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## **LEAN GOLD Certification (7.5 CME) One-Day Advanced Management Training**

The course includes deep dives into LEAN Leadership, Hoshin Strategic Planning, Key Performance Indicators, Team Management and Human Development, Improvement Management System, Deviation Management System, Daily Management System, Development and Sustaining Systems, Manager's Standard Work Checklist. LEAN Silver certification is a prerequisite.

**May 21, 2018      November 13, 2018**

**Details at Henry Ford Production System webpage**

[www.henryford.com/hcp/academic/pathology](http://www.henryford.com/hcp/academic/pathology)

**Silver & Gold registration at**

<https://hfhs.eventsair.com/HenryFordCEPortal/hfhs/cmereg>

*“Quality is doing it right when no one is looking.”*

-Henry Ford