

## **Doing Your Best is Not Enough for Continuous Improvement (WWQ 2018 January)**

W. Edwards Deming's management philosophy and principles are readily acknowledged as the foundation of continuous improvement and what we now refer to as LEAN management. He once famously remarked-

*"It is not enough to do your best; you must know what to do, and then do your best."*

To achieve a new work state of continuous improvement requires knowing what to do, or in Deming's words acquiring "profound knowledge", resulting in a transformation of thinking, philosophy and management style. Deming insightfully describes what this means for the individual.

*"The first step is transformation of the individual. This transformation is discontinuous. It comes from understanding of the system of profound knowledge. The individual, transformed, will perceive new meaning to his life, to events, to numbers, to interactions between people. Once the individual understands the system of profound knowledge, he will apply its principles in every kind of relationship with other people. He will have a basis for judgment of his own decisions and for transformation of the organizations that he belongs to."*

To this end, we have designed a yearlong offering of 3 levels of profound knowledge for continuous improvement composed of education and training certifications in LEAN knowledge, skills and supporting quality systems that you may access free of charge as a Henry Ford Health System employee.

Enjoy the **Continuous Improvement** journey!

# **Henry Ford Production System 2018 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 offers 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 production fundamentals and tools, 5S workplace organization, Deviation Management System, Daily Management System, process mapping, and PDCA problem solving using A3 format. Search key words LEAN Bronze to find in Healthstream.

## **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

## **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