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Breakthrough Training Program 2015

Training Guidelines

Overview

HHC offers an enterprise-wide training program that provides employees with the knowledge and skills needed to support, participate and engage in all levels of improvement work. With the goal of enabling every employee to participate in problem identification and solving, the program provides opportunity for deep learning and offers a graduated path for employee professional and personal development.

The Breakthrough training model is based on the following conceptual framework (Fig. 1), considering different groups and requirements:

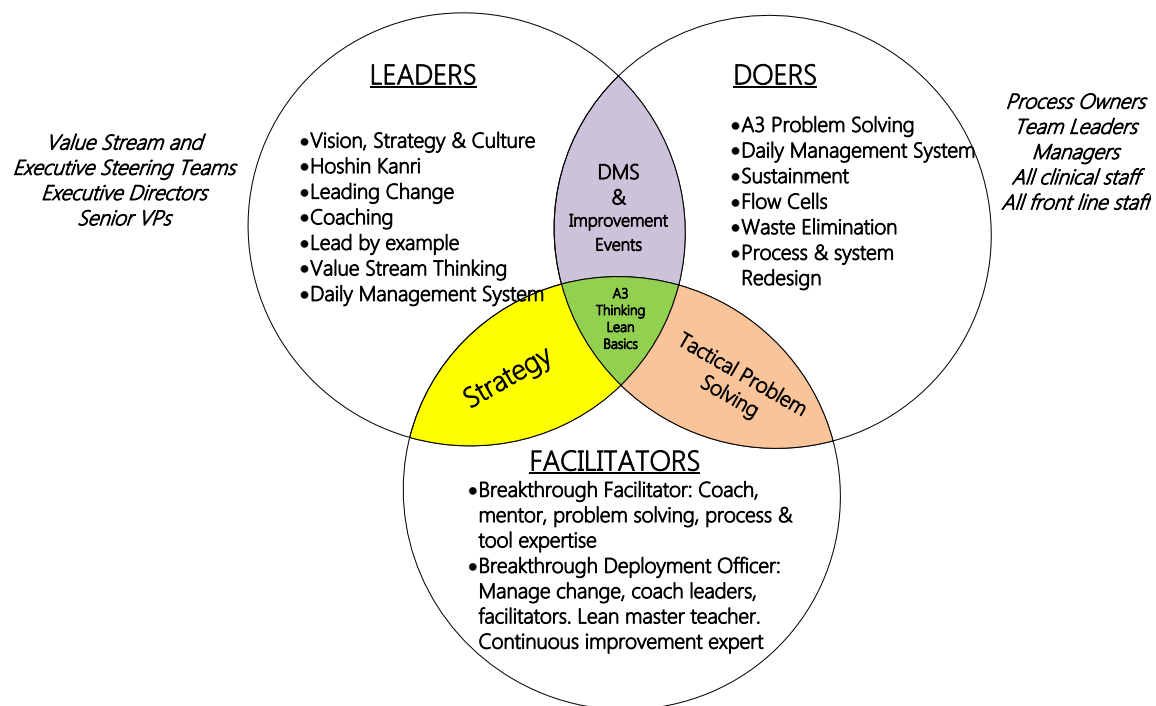


Fig. 1 Breakthrough Training Conceptual Framework

The training program recognizes that each target audience –leaders, doers and facilitators- has different needs. While leaders focus on articulation and promotion of strategic initiatives and enable success, managers and staff –the “doers”- focus on identifying and eliminating waste, incremental and stair-step improvement and sustaining progress. Breakthrough Deployment Officers and Facilitators translate improvement goals into action and make sure that both leaders and doers have the right skills and tools to succeed in the journey.

With the ultimate goal of having a workforce that has the right skills to guide, drive and lead our transformation process, this framework provides the foundation for our training program, with a specific track for each group.

Training Program

The training schematic below (Fig. 2) demonstrates a foundation of basic awareness for all employees and layers of additive courses for individuals who either want to integrate Breakthrough more deeply in their daily work or to prepare for specific Breakthrough roles. Courses must be completed and passed in ascending order to ensure that participants gain mastery of increasingly advanced skills. All leaders, managers and staff (clinical and administrative) are encouraged to participate in the training program, and individuals who will serve in specific Breakthrough roles, such as Team Leader, Facilitator, Breakthrough Deployment Officer, Process Owners, Value Stream Steering or Executive Steering Team member, Champions, Sponsors and Team Members, must achieve certification to an appropriate level to effectively function in these roles.

All courses include both didactic and applied learning, with the latter provided through simulations or practicum in the work place. Certification is provided upon demonstration of appropriate knowledge and skill.

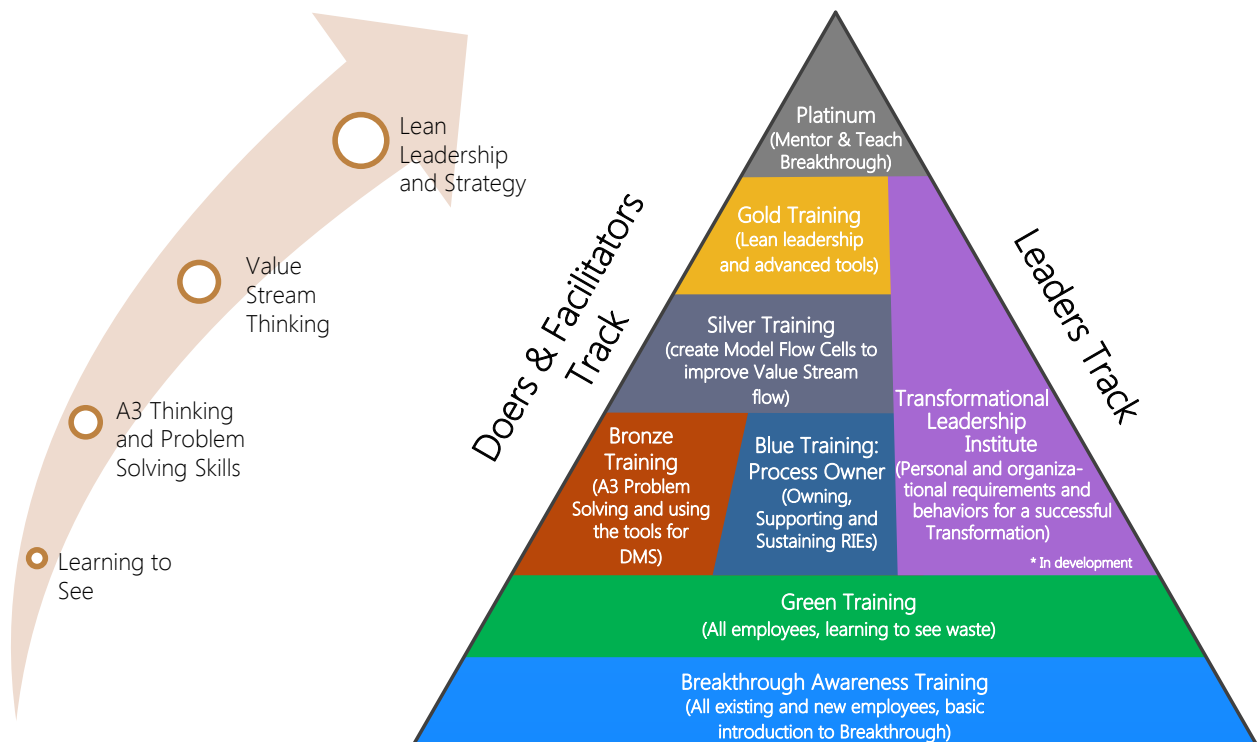


Fig 2. Breakthrough Training Program

What training do you need? ¹

Audience	Green	Blue: PO	Bronze	Silver	Gold	Platinum	Leadership
EST members	X	O	O	O	O	O	X
VSST members	X	X	X	S	O	O	-
Process Owner	X	X	X	S	O	-	-
DMS Leaders & Managers	X	O	X	O	-	-	-
RIE Team Leader	X	-	X	O	-	-	-
Embedded Facilitator	X	X	X	X	O	O	-
Part Time Facilitator	X	X	X	X	O	O	-
Full Time Facilitator	X	X	X	X	X	S	-
BDO	X	X	X	X	X	X	X
Staff (clinical & non-clinical)	X	-	O	O	-	-	-

X= Strongly Recommended O= Optional S= Select individuals, 2 to 3 per Value Stream

Breakthrough Certification

The Skill Progression and Personal Skill Development Paths (*Fig. 3*) found on the following page provide detailed information pertaining to graduated course offerings aligned to Breakthrough roles and responsibilities. For each level of attainment, the table outlines prerequisites, training and cumulative experience requirements, as well as intended outcome in terms of skill, knowledge and behavior. Certification involves additional requirements beyond course completion (e.g, applied learning through RIE's as well as BDO and Sensei Endorsement) and therefore involves a separate application process.

The purpose of the multi-tiered certification track is to develop individuals who can drive and guide the transformation; and these courses include significant hands-on and practical application, or "learning by doing". Given the significant experiential requirements for certification within the Facilitators track, those individuals who are interested in pursuing it who are not current Facilitators will be expected to meet the same parameters as a Facilitator and be required to facilitate events as indicated.

¹ As long as pre-requisites are met, anyone can take the classes, the Enterprise Breakthrough Office recommends pacing courses with the availability of opportunities to apply new learning

	Green	Blue: PO	Bronze	Silver	Gold	Platinum	Leadership (Ⓞ)
Audience	All employees	VSST staff All RIE POs All facilitators & BDOs	VSST staff Team Leaders All facilitators & BDOs DMS Leaders POs & Select Staff	Select VSST staff Select POs Select Team Leaders All facilitators & BDOs	Select Embedded & Part Time Facilitators Full time facilitators & BDOs	BDOs Select Full Time Facilitators Sr. Breakthrough Leaders Breakthrough Champions	EST & ESC members
Training Objectives	Provide introduction & awareness of Breakthrough as HHC's enterprise wide improvement System Understand value as defined by the customer and the 8 wastes Familiarization with A3 Thinking as a problem solving framework Understand the link between A3 Thinking and our improvement cycle	Provide an in-depth understanding of the Process Owner role, responsibilities and skills necessary to support RIEs Enable POs to understand the success factors needed through the RIE cycle (preparation, RIE week, follow up) Develop practical understanding of lean tools and methods that can be applied during the RIE cycle	Learn to recognize the problem, how to approach it, how to manage it Understand the difference between RIE, Problem Solving Activity and Mission Level task and how to use A3 Thinking as a framework for all Learn the application of Breakthrough Tools and develop Problem Solving skills	Understand and develop the skills of the flow cell and it's elements Understand Value Stream Thinking and how to use flow cells to remove waste systematically Identify process before people problems Be able to facilitate RIEs using basic Standard Work tools to eliminate waste	Learn advanced lean tools and applications for system improvement and development, as well as when and where to apply them Understand how sustain and spread improvements Learn basic aspects of managing and leading lean transformations Learn and practice the basic skills of a lean champion	Coach and mentor Breakthrough activity by participating in and/or leading strategic initiatives Understand how to be a sensei and how to work with leadership Understand Lean Leadership Standard Work and Behaviors Instruction of advanced lean tools and applications for system improvement	Create a safe environment to reflect and learn personal and organizational requirements and behaviors for a successful Transformation Go to the gemba to practice transformational leadership behaviors Coach transformational leadership behaviors to develop leaders
Pre-requisite	BAW	Green Current/Future PO of a RIE VSST Approval PDP	Green 1 RIE participation VSST Approval PDP	Bronze 3 RIEs participation VSST Approval PDP	Silver 5 RIEs participation EST Approval PDP	Gold 20+ events (RIE, VSA, VVSM, 2P, VW) EST Approval PDP (Boxes 1-3)	Participate in Assessment Center President and/or SVP approval
Training Activity	1 Day 1 full day or 2 half day sessions	1 day 1 full day or 2 half day sessions	2 Days 2 full days sessions	7.5 Days 3 one day sessions, 2 weeks apart, as part of RIE prep. Facilitate a 4.5 days RIE	8 days Week 1 = 4 days, Week 2 = 4 days; 8 weeks apart	4 days 4 one day sessions, 12 weeks apart	10 days 2 day assessment + 4 two day "Learning Dojos" + 1:1 sensei coaching
Certification Requirements (*)	Test 90% or higher 1 RIE and/or A3 project participation	Test 90% or higher Complete 1 RIE as a PO (Box 8 = Box 3 and sustained 90+ days)	Test 90% or higher 1 RIE participation Own & complete an A3 or A4 activity (box 8 = box3)	Test 90% or higher Team member in 1 VSA At least 2 flow cells implemented	Test 90% or higher Complete 3 Essays 90% or higher Complete 3 strategic A3s & PDP	Complete PDP Creation of a multi-site Improvement Plan	Complete all 4 "Learning Dojos" Develop and work towards the completion of a PDP
Expected Completion	3 months	3 months	6 months	6 months	9 months	12 months	9 months
Skills	Understand Breakthrough Principles See and recognize waste Basic knowledge of A3 Thinking as a problem solving framework	Understanding of each role Use of A3 Thinking as a Process Owner during the RIE cycle Successfully manage Continuous Improvement as a PO	Develop A3 Problem Solving skills Application of Breakthrough tools Advanced skill for seeing and recognizing waste	Selecting key areas for targeted flow improvement Application of basic Standard Work tools to eliminate waste Understand demand and how to make value flow	Link improvement to strategy Advanced Breakthrough Tools How to coach for improvement	Coaching and Mentoring rapid re-design at all levels Leading, managing and facilitating change Instruction of Advanced Lean Applications	Transformational Leadership Development Key Leadership Competencies for Leading Lean Transformations
Knowledge	Breakthrough basics Origins of lean and key principles Understanding of value Understand waste A3 Thinking and basic tools Roles and Responsibilities	A3 Thinking and tools RIE cycle Attributes of a flow cell Managing in a lean environment Scoping a process Fundamentals of DMS	A3 Problem Solving Breakthrough Tools Attributes of a flow cell Critical factors for problem solving Basic data collection and analysis Basics of DMS	VSA Scoping VSA Methodology Value Stream Mapping 6S One piece flow and pull systems Standard Work Effective Visual Management	Enhancing customer value Data analysis and improvement 2P & VVSM Establishing an efficient flow Transformation & Strategy Mgmt. Effective coaching and facilitating Yokoten / Kamishibai	Being a sensei TPOC – mission sponsorship Emotional Intelligence Experiential Learning Leader Standard Work Mentoring Leadership Hoshin Kanri	A3 Thinking Transformation Continuum Hoshin Kanri Leader Standard Work Gemba Walks Coaching Emotional Intelligence
Behaviors	Able to see and recognize waste in the "gemba" Willing participant in Breakthrough, using A3 Thinking	Set the right expectations for RIEs Using A3 Thinking to manage Continuous Improvement	Use A3 Thinking for Problem Solving Daily "gemba" walks and data driven decision making	Use the elements of the flow cells to eliminate waste Use demand data to create process capacity	Establish and improve flow to eliminate waste Use advanced lean tools in complex environments	Be a lean mentor, lead by example Develop new lean leaders at any level	Lead with Respect CI is part of every leader's daily Standard Work

(Ⓞ) Transformational Leadership Institute is under development at this time.

* 1. **Green, Blue, Bronze and Silver:** Experiential requirements are defined as cumulative, and therefore the student may obtain the requirements at any time (pre or post classroom) prior to their request for certification. In the case of Silver, the student will need to provide evidence of flow cell implementation via A3's.

2. **Gold & Platinum:** In collaborative development with the course teacher, the student's supervisor and site BDO, each student will have a customized plan relating to experiential requirements for certification. The plan shall be reflected in the student's PDP, and the requirements shall be gained following the classroom activity. Experience obtained prior to taking the class will not count towards certification.

Fig 3. Skill Progression and Personal Development Path

Green Level Certification

Description

This live training activity is designed to teach Breakthrough core competencies and skills as well as show how Breakthrough can help us improve administrative, operational and clinical processes by identifying and eliminating waste (anything that doesn't add value for the customer) resulting in improved delivery of care for patients. It is also designed to teach A3 Thinking as the standard framework for improvement in Breakthrough.



Who is this training for?

This training is intended for all HHC employees at all levels (clinical and non-clinical)

Objectives

1. Provide introduction and awareness of Breakthrough as HHC's Enterprisewide Improvement System
2. Understand value as defined by the customer and the 8 types of waste
3. Familiarization with A3 Thinking as a Problem Solving Framework
4. Understand the link between A3 Thinking and our improvement cycle

Pre-requisites

Complete the Breakthrough Awareness Workshop On-Line Module (*)

What can you expect during the training?

This training is designed for 1 day (7 hours) or 2 half-day sessions. You will learn through hands-on simulations how to recognize value as defined by the customer and waste; students learn by doing.

What is our expectation from you after the training?

Our main expectation from the students is that they become a willing participant in Breakthrough and begin using A3 Thinking by enrolling to participate in Rapid Improvement Events or other improvement activities.

Certification Requirement

- Pass the test with 90% or above
- Complete 1 RIE as a team member and/or complete 1 A3 Project

(*) Please enroll through Peoplesoft

Blue: Process Owner Certification

Description

This live training activity is designed to provide RIE Process Owners and VSST Members and understanding of what it takes to prepare for, conduct and sustain a Rapid Improvement Event (RIE).

Who is this training for?

This training is mainly intended for the following audiences:

- VSST Members
- Process Owners
- All Breakthrough Facilitators and BDOs

Objectives

1. Provide an in-depth understanding of the Process Owner role, responsibilities and skills necessary to support RIE's
2. Enable Process Owners to understand the success factors needed through the RIE cycle (preparation, RIE week, follow up)
3. Develop practical understanding of lean tools and methods that can be applied during the RIE cycle

Pre-requisites

- Green Level Certification
- Be the current / future Process Owner of a RIE
- VSST / Supervisor Approval



What can you expect during the training?

This training is designed for 1 day (7 hrs). You will re-enforce your definition of waste and value and through multiple case scenarios you will learn the skills necessary for each phase of the RIE cycle (preparation, RIE week, and follow up).

What is our expectation from you after the training?

Our main expectation from the students is that they are able to use A3 Thinking during the RIE cycle and they apply what they have learned in class as a RIE Process Owner. For VSST members, they need to demonstrate support for the RIE Process Owners by becoming sponsors.

Certification Requirement

- Pass the test with 90% or above
- Complete 1 RIE as a PO (Box 8 = Box 3 and sustained 90+ days)

Bronze Level Certification

Description

This live training activity is designed to teach A3 Thinking as the standard framework for continuous improvement at HHC. Through a simulated environment, students learn about A3 Thinking, basic improvement tools and data analysis techniques.

Who is this training for?

This training is intended for the following audiences:

- VSST Members
- RIE Team Leaders
- DMS Leaders and Managers
- All Breakthrough Facilitators and BDOs
- Selected Process Owners and staff

Objectives

1. Learn to recognize the problem, how to approach it, how to manage it
2. Understand the difference between RIE, Problem Solving Activity and Mission Level task and how to use A3 Thinking as a framework for all
3. Learn the application of Breakthrough tools and develop Problem Solving Skills

Pre-requisites

- Green Level Certification
- Participation in 1 RIE
- VSST / Supervisor Approval



What can you expect during the training?

This training is designed for 2 days (7 hours each). You will learn how to use A3 Thinking as well as Breakthrough tools by participating in a simulated process that promotes a “learn by doing” approach.

What is our expectation from you after the training?

Our main expectation from students is that they begin to use A3 Thinking for problem solving by applying it both in day to day activities as well as Rapid Improvement Events. Bronze graduates will be able to perform as RIE Team Leaders.

Certification Requirement

- Pass the test with 90% or above
- Complete 1 RIE (any role)
- Own and complete an A3 or A4 activity

Silver Level Certification

Description

This live training activity is designed to teach the elements of the “Flow Cell” to students and how to use these as a Lean solution approach to systematically eliminate waste. It is also intended to teach students how to understand different demand scenarios and how to make value “flow”.

Who is this training for?

This training is mainly intended for the following audiences:

- Select VSST Members (2-3 per VSST)
- Select RIE Team Leaders
- Select Process Owners (1-2 per VS)
- All Breakthrough Facilitators and BDOs

Objectives

1. Understand and develop the skills of the flow cell and it's elements
2. Understand Value Stream Thinking and how to use flow cells to remove waste systematically
3. Identify process before people problems
4. Be able to facilitate RIEs using basic Standard Work tools to eliminate waste

Pre-requisites

- Bronze Level Certification
- Participation in 3 RIEs
- VSST / Supervisor Approval



What can you expect during the training?

This training is designed for 7.5 days of work (7 hrs each). You will receive 3 one day sessions of training, 2 weeks apart each in preparation for the students to lead a RIE that focuses on implementing a “flow cell”.

What is our expectation from you after the training?

Our main expectation from the students is that they demonstrate the use of the elements of the “flow cell” as a Breakthrough solution approach to eliminate waste. Students should also understand how to use demand data to create process capacity

Certification Requirement

- Pass the test with 90% or above
- Complete 2 Flow Cell RIEs (any role)
- Team member in 1 VSA

Gold Level Certification

Description

This live training activity is designed to teach advanced Breakthrough tools to students as well as develop an understanding of strategy and planning processes and alignment of incremental improvements to strategic initiatives.

Who is this training for?

This training is mainly intended for the following audiences:

- Select Embedded and Part Time Facilitators
- Full Time Breakthrough Facilitators and BDOs
- Optional for: EST and VSST members, Process Owners, Embedded and Part Time Facilitators

Objectives

1. Learn advanced lean tools and applications for system improvement and development, as well as when to apply them
2. Understand how to sustain and spread improvements
3. Learn basic aspects of managing and leading lean transformations
4. Learn and practice the basic skills of a lean champion

Pre-requisites

- Silver Level Certification
- Participation in 5 RIEs
- EST / Supervisor Approval



What can you expect during the training?

This training is designed for 2 weeks (4 days each) that are scheduled 8 weeks apart. You will learn multiple lean advanced tools, coaching and leadership skills in simulated environments.

What is our expectation from you after the training?

Our main expectation from the students is that they learn how to link strategy to improvement by completing 3 Strategy/Mission Level A3s. The student must create and follow a PDP (Personal Development Plan) that ensures Breakthrough Learning.

Certification Requirement

- Pass the test with 90% or above
- Complete 3 Essays with 85% score or above
- Complete 3 strategic A3s & PDP using the standard format

Platinum Level Certification

Description

Develop key change agents is a key enabler of every organizational transformation. This certification level develops those change agents as they work to coach and mentor Breakthrough activity at all levels to ensure the right application of tools and techniques.

Who is this training for?

This training is mainly intended for the following audiences:

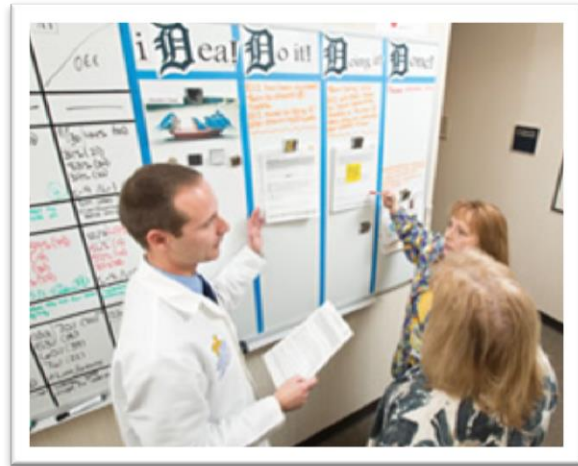
- BDOs
- Select Full Time Facilitators
- Sr. Breakthrough Leaders
- Breakthrough Champions

Objectives

1. Coach and mentor Breakthrough activity by participating in and/or leading strategic initiatives
2. Understand how to be a sensei and how to work with leadership
3. Learn and apply Lean Leadership standard work and behaviors
4. Instruction of advanced lean tools and applications for system improvement

Pre-requisites

- Gold Level Certification
- Participation in 20+ events (RIE, VVSM, 2P, VSA, VW)
- EST and Supervisor Approval



What can you expect during the training?

This training is designed for 4 days of training (7 hrs each, one day per quarter). Students will develop coaching and mentoring skills and will have enough time to apply the knowledge in between training days.

What is our expectation from you after the training?

Our main expectation is that candidates at this level get “pulled” for coaching and mentoring through participation in strategic initiatives as well as training at gold level. Students will learn how to develop and execute a multi-site Improvement plan throughout the year.

Certification Requirement

- Complete PDP
- Create and execute a multi-site Improvement Plan

Transformational Leadership Institute (i)

Description

Leading a Transformation requires strong leaders possessing both the knowledge and the commitment to develop principles and behaviors necessary to drive results. This program is designed for Senior Leaders (EST and ESC members) who are deeply committed in moving beyond improvement tools to embrace cultural and organizational behavior change.

Who is this training for?

This training is intended for the following audiences:

- All EST and ESC members

Objectives

1. Create a safe environment to reflect and learn personal and organizational requirements and behaviors for a successful transformation
2. Go to the gemba to practice transformational leadership behaviors
3. Coach transformational leadership behaviors to develop leaders

Pre-requisites

- Participate in the Assessment Center
- President and/or SVP approval



What can you expect during the training?

This training is designed for 10 full days of work (7 hrs each, 2 days at a time) as well as multiple personal coaching sessions (2 hrs once a month) and on-site Hoshin Kanri support. Leaders will have enough time to apply what they learn in a practical way.

What is our expectation from you after the training?

Students are expected to be able to align principles, behaviors, skills and tools to create an enabling culture. Students are expected to develop and work towards the completion of a Personal Development Plan (PDP). After completing the program, leaders will be on a path of self-sufficiency in leading lean.

Certification Requirement

- Complete all 4 "Learning Dojos"
- Develop and work towards the completion of a PDP

Credits for Clinicians

All Breakthrough Training courses described in this Training Program Guide provide CME & CNE credits for physicians and nurses. The amount of credits differs per course.

For physicians and dentists

New York City Health and Hospitals Corporation is accredited by The Medical Society of the State of New York to provide continuing medical education for physicians. Each live educational activity has been designated for AMA PRA Category 1 Credits™ (maximum of 1 CME per contact hour). Physicians should claim only credit commensurate with the extent of their participation in the activity.

For nurses

Corporate Nursing Services-New York City Health and Hospitals Corporation is an approved provider of continuing education by New Jersey State Nurses Association, an accredited approver by the American Nurses Credentialing Center's Commission Accreditation. Each live educational activity has been designated by Corporate Nursing Services – New York City Health and Hospitals Corporation Continuing Nursing Education Provider Unit for award of contact hours. All our trainings have been assigned code NYP264-10/24/14/3/12-CNE-13.07

For others

Clinicians such as Psychologists, Dieticians, Medical Social Workers, Physician Assistants, Respiratory Therapists, Physiotherapists, Occupational Therapists, Paramedics, and others, will get their certificate from the CME site (cme.nychhc.org), which can be used and be converted for their own license. This may or may not work for all licenses. For any questions, please contact the Department of Medical and Professional Affairs.

Conflict of Interest Statement

Policies and standards of the New York City Health and Hospitals Corporation and the Accreditation Council for Continuing Medical Education require that speakers and planners for continuing medical education activities disclose the presence or absence of any relevant financial relationships they may have with commercial interests whose products, devices or services may be discussed in the content of a CME activity.

The planning staff and instructors for all educational activities have no conflicts of interest with commercial interests related directly or indirectly to any of educational activities.

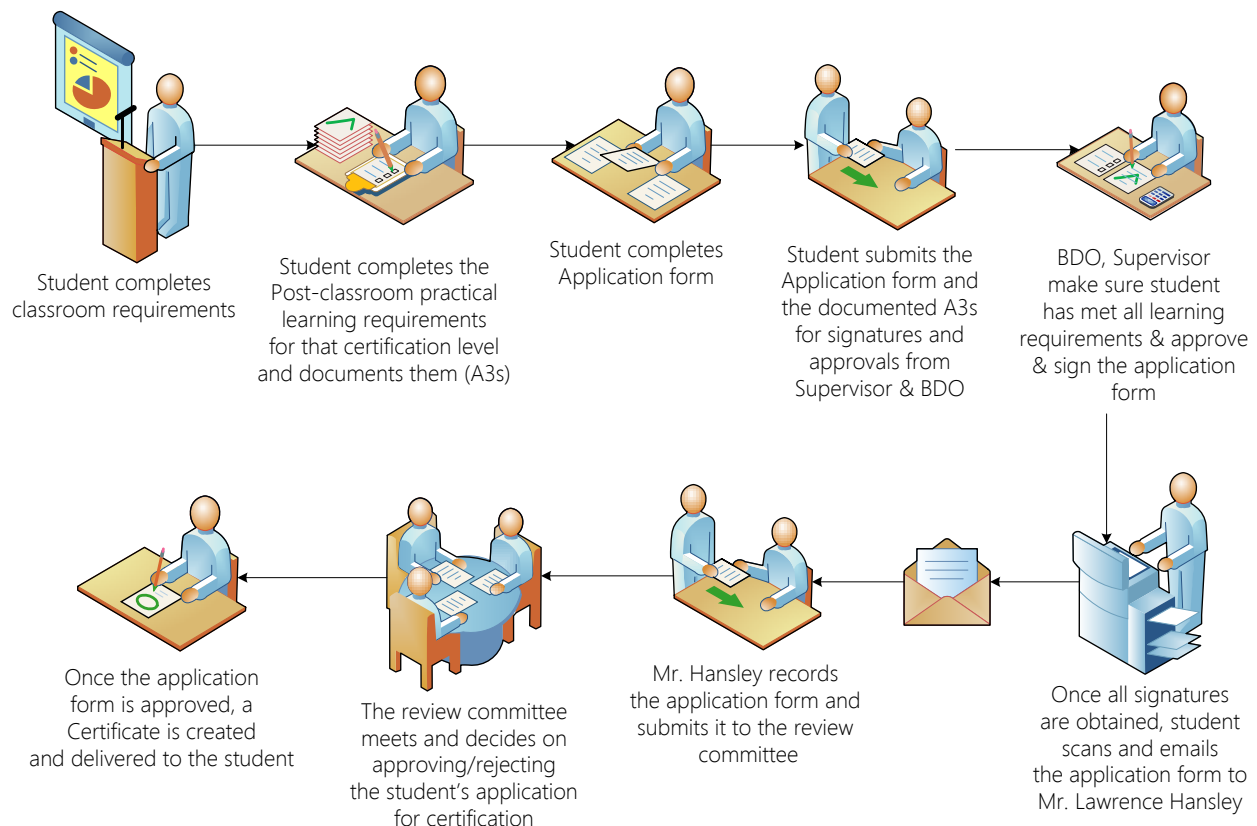
Certification Application Process

For each course, completion of all relevant requirements defined by the Skill Progression and Personal Skill Development Path (*Fig. 3*) is required in order to be eligible for certification. Once these requirements are met, the student needs to submit an application for consideration by the HHC's Breakthrough Certification Review Team through the HHC Breakthrough Training Office. The review team shall check each application within 30 days of receipt, and will do so in consideration of the employee's qualifications relative to the standards represented by the Skill Progression and Personal Development Path.

Requirements for application include:

1. Lean Certification Application Form
2. Experience Log
3. The required documents should be submitted to the HHC Breakthrough Training Office. Call (212) 788-3604 for further contact information

Application process flow



Frequently Asked Questions

How do I enroll in a Breakthrough Training?

If you want to enroll in any of the courses in this Breakthrough Training Program Guide:

1. Gain the approval of your supervisor
2. Meet the pre-requisites for the certification level in which you want to enroll
3. Preferably, contact your local Breakthrough Office for further information

Once you have met this criteria, you should contact Mr. Lawrence Hansley by email, stating your intention to enroll in a certification level and the date of your preferred training, Mr. Hansley may be reached at:

lawrence.hansley@nychhc.org

How do I know when the trainings are happening and where?

There are multiple ways of accessing the Breakthrough Training Schedule:

1. Contact your local Breakthrough Office, they can recommend to you which trainings to enroll to as well as communicate the dates for each training. They always have the most recent version of the training schedule
2. You can access the training schedule directly from Sharepoint:
<https://share.nychhc.org/oie/TAD/Lists/Calendar.aspx>
3. You can see the Breakthrough schedule on our intranet site: <http://breakthrough.nychhc.org/index.aspx>

How long do I have to complete the post-classroom certification requirements?

There is no specific timeframe to complete the post-classroom experiential requirements. Although, we strongly recommend the following timeframes for each Training:

- Green and BMS Process Owner: 3 months each
- Bronze and Silver: 6 months each
- Gold, Platinum, Leadership Series: 1 year each

Where can I find the application for certification form?

You can find it following this link:

<https://share.nychhc.org/oie/TAD/5%20How%20to%20apply%20for%20certification/Forms/AllItems.aspx?PageView=Shared&InitialTabId=Ribbon%2EWebPartPage&VisibilityContext=WSSTabPersistence>

I took a class but never completed the Certification Requirements; can I apply for certification using these new requirements defined in the Breakthrough Skill Progression and Personal Development Path on page 4?

Yes, these new requirements of our Breakthrough Training Program 2014 apply even for people that went through any Breakthrough Training Level prior to January 2014. If you have already met these new requirements, you can apply for certification using this new criteria. If you haven't met the requirements, what are you waiting for? Work towards achieving your certification!

Is the Blue: Process Owner a Certification class now?

Yes, it is. If you have taken the class before January 2014 and you have met the requirement for certification (Complete 1 RIE as a PO, Box 8 of your RIE = Box 3 and it has been sustained 90+ days), apply for your certificate now!

How do I claim my CME credits or CNE contact hours?

At the end of each training you will be provided with instructions to claim your credits. You will need to have a profile created in HHC's CME portal. All credits and contact hours are claimed through the same portal.

Who can claim CME/CNE credits?

Only people holding specific credentials can claim these credits/contact hours:

- For CME: MD, DDS, PA,
- For CNE: RN, LPN, NP
- Others: Psychologists, Medical Social Workers, Dieticians, etc. Will get a certificate from the CME site (cme.nychhc.org)

For more information

Enterprise Breakthrough Office

Division of Organizational Innovation and Effectiveness

(212) 788-3604

Or click below to visit:

Breakthrough Intranet Site:

<http://breakthrough.nychhc.org/index.aspx>

Breakthrough Sharepoint Site:

<https://share.nychhc.org/oie/Pages/default.aspx>

