

## Capability Building

The Patient First Capability Programme provides the skills and training necessary to help you and your teams understand and use the principles and tools available through Patient First.

Using the capability programme, the Kaizen team provides training and coaching to strengthen your Kaizen skills, creating four grades of Lean knowledge:

**Awareness** – ensuring all staff know that improvement is their business, have some tools at their disposal and know where to go for more information or support.

**White belts** – are aware of Lean principles such as 'Plan, Do, Study, Act', enabling them to make improvements as part of their daily work.

**Yellow belts** – have completed a two-day training course and have the skills to manage a specific project, typically over a three-month period, for example using A3 thinking to tackle bigger problems and data collection to identify root causes

- Pre-requisite: To bring a project aligned to strategy and supported by your manager
- Training: Two days (over two weeks)
- Accreditation: Completion of a local project (three months) within the control of the candidate or manager to make the changes proposed through the process.

**Green belts** – have completed a five-day training course and can manage medium transformation projects over a 6-12 month period, using data interpretation and statistical analysis to drive significant improvement

- Pre-requisite: Completion of Yellow Belt training with proven success in improvement project completion.
- Training: Five days (over two weeks)
- Accreditation: Completion of a medium-sized project (9-12 months) with a large scope covering more than one division or patient pathway that encompasses working across divisions. Signed off by BB and divisional leader.

**Black belts** – have completed a 10-day training course and are Lean experts, skilled in Six Sigma data and statistical analysis of processes, who can work across divisions to drive breakthrough improvement and sustainable change within large-scale pathways.

- Pre-requisite: Completion of Yellow and Green Belt training with proven success in improvement project completion.
- Training: 10 days (over six months) with actions throughout to demonstrate learning.
- Accreditation: At least six projects completed demonstrating use of all Lean/Six Sigma tools and management techniques. Signed off by interview with MBB and Director.

## Implementing the Capability Programme

We will target groups of individuals whose work supports a wider Breakthrough Objective for Patient First or Divisional Project, OR employees who are able to identify an improvement project in line with Patient First. Individuals must have line management sign-off/approval

We are designing a “conversion course” so staff who’ve gained their skills through the Improvement Academy can be update their skills in line with the Patient First principles without starting from scratch.