



Anne-Marie's Lean Healthcare Black Belt Journey

Name	Anne-Marie Parent
Title	Canadian Institute for Health Information
Organization	Manager, Governance and Strategy

With a background in management information systems and management consulting experience, Anne-Marie discovered her passion for healthcare through her involvement in electronic health record implementation at CHEO. As a key player in CHEO's Lean Journey, she obtained her Lean Green Belt certification with Leading Edge Group in 2019.

Upon recently transitioning to the Canadian Institute for Health Information, Anne-Marie recognized the need to reinvigorate Lean culture. She pursued the **Lean Healthcare Black Belt program with Leading Edge Group** to deepen her expertise in cultural transformation, project management and change management, aiming to advance Lean initiatives in her current role.

Black Belt Improvement Project

As part of successfully completing Leading Edge Group's Lean Black Belt training, Anne-Marie undertook a work-based improvement project.



The project aimed to integrate Hoshin Kanri into the annual planning process at the Canadian Institute for Health Information (CIHI), to streamline planning, enhance alignment with organizational goals and improve efficiency.



Challenges

- Misconceptions about Lean and its association with cost-cutting measures
- Varied perceptions of Lean due to previous organizational experiences



Approach

- Reframing Lean principles without explicit labeling
- Instead focusing on integrating principles, questions and processes
- Adapt approach to suit new organizational culture while creating buy-in through quick wins and problem-solving experiences



Outcome

- Streamlined annual planning timeline
- Increased awareness of the need for better planning tools
- Shift in how planning is viewed and executed within the organization

Personal and Professional Growth as a result of the Black Belt Training

- Deep self-reflection prompted by practical assignments
- Realization of the need to adjust to the culture of a new organization rather than replicating previous experiences
- Adoption of a more empathetic and adaptive approach in interactions within the organization
- Enhanced professional maturity and effectiveness in navigating organizational dynamics

Anne-Marie's Black Belt Training Key Insights



Realizing personal change precedes organizational change



Adapting communication to individual needs



Prioritizing people over tools and processes



Recognizing people as central to organizational change

Anne-Marie's Advice to Future Black Belt participants



For those considering pursuing a Black Belt, Anne-Marie suggests prioritizing securing senior management support. Doing so can ensure adequate backing for the work and foster buy-in necessary for its advancement.



"Doing a Lean Healthcare Black Belt with Leading Edge allowed me to go beyond learning about lean principles and tools from the Green Belt and focus on how to lead in a way that supports a continuous improvement culture. Ultimately, Lean is about people coming together to improve how they provide value to their clients. The focus of my black belt project was to embed hoshin kanri into our organization's annual planning and reporting processes to allow for great alignment in our efforts. My assigned mentor Chris Chadwick was very supportive. He provided me with advice to overcome the challenges I was experiencing, and great feedback on my assignments.

The black belt project resulted in increased awareness amongst management about our planning context, more integrated planning conversations, and shifting the detailed planning closer to when the work would start. There is still more work ahead to continue improving our planning processes, but the work created positive changes within our organization."

