

## Lean Healthcare Black Belt Project Example: COVID-19 Vaccination Rollout



### Introduction:

As a part of Leading Edge Group's Lean Healthcare Black Belt program, participants are required to lead a work-based improvement project. The following is an example of a Black Belt project completed by Krista Galic - Manager, Quality, Monitoring, Staff & Student Development, Corporate Services, and Knowledge and Strategic Services at Public Health Sudbury & Districts.

The objective of the project was to use Lean principles and tools to support Public Health Sudbury & Districts' COVID-19 vaccination program roll-out.



### Approach:

The use of Lean tools ensured that processes were standardized, analyzed, continuously reviewed with recommended improved future states that impacted and ensured high-quality healthcare approaches as well as value-added client service.

Internal stakeholders reviewed, brainstormed, mapped, and recommended future states of working which were instrumental in identifying and implementing process improvements. Examples of key process improvement tools that were used include continuous PDCA (Plan Do Check Act), process mapping, identifying waste and reducing variation, adding value, 5S, visualization, spaghetti diagrams, cycle time, and priority setting. Risks were reviewed continuously, and appropriate measures were taken to ensure any risks were mitigated. The voice of customers was also included in future state mapping using the continual review of client feedback received through satisfaction surveys.

To realize improvements in the data collection process and recommend ideal future states, the quality team met and collaborated with the data team and other key internal and external stakeholders frequently.

Processes were continually reviewed, assessed, and evaluated to recommend and action rapid tests of change and provide recommendations for the future state improvements for clinics, vaccine safety, distribution, and administration.



### Results:

#### Vaccination rates:

As of December 2021, 82% of residents over five (5) years of age have received an administered first dose of the vaccine.

#### Wasted vaccine doses:

The total doses administered were 333,055 with 0.31% wasted doses.

#### Website data:

Website pages received 5,165,164 views out of which 4,159,552 were unique views.

#### Social media reach:

Social media reach increased to 129,229 and 21,040 new followers were gained.

#### Team effort:

The team prioritized effective, relevant, and timely communication to the community. It shared 300+ social media posts; 19 videos; 16 news releases; 38 advisory alerts; 180+ website updates; 42 posters; 66 media interviews and 34 presentations.

**For further information on Black Belt or other trainings, contact John Whelton:**