Introduction to LEAN in Healthcare
(Tuesdays 4:30-6:40 PM Sep 13, 2017 through Oct 18, 2017)

Semester: Fall 2017
Course Number: 10:501:412 (1 cr)
Course Title: Special Topics: Introduction to LEAN in Healthcare
Course Day and Time: Tuesdays, 4:30 pm - 6:40 pm for 5 sessions
Location: HCS 120

Course Instructor: Kathleen Emerick & Jennifer Flory West, Black Belt Lean Trainers
Contact Information: Kathleenemerick73@gmail.com, jfw70@ejb.rutgers.edu
Office Hours and Location: After class or by appointment
Additional Materials: Additional Readings are on Sakai

Course Description (catalog) Students will understand and apply the LEAN management system that eliminates waste, improves employees’ satisfaction and assures better patient care.

Learning Objectives

- Identify & describe the 8 forms of waste
- Describe methods to identify waste & explain their importance
- Explain in what circumstances would you apply visual management
- Employ process mapping to illustrate current state
- Use Lean tools to analyze current state to determine root cause
- Formulate an analysis of selected case study
- Compare & contrast final reports by classmates

Core Competencies:

After completing this course, you will demonstrate an understanding of the following Association of University Programs in Health Administration (AUPHA) core competencies:

Organizational development/organizational behavior theory
Management of healthcare organizations
Operations assessment and improvement
Leadership
Strategy formulation and implementation
Quality assessment for patient care improvement
In addition, basic skills encompassing knowledge and comprehension, written verbal and interpersonal communication skills, professional and leadership skills development, interprofessional collaboration, and information seeking will be covered.

Rutgers Lean PI: 1 Credit Course: 5 classes/2 hours each

Section

· Class 1: Yellow Belt Part 1
  o Introduction & Overview Process Improvement
  o Simulation
  o Debrief
  o Process Map/DOWNTIME
· Class 2: Yellow Belt Part 2
  o Review of Class 1
  o 8 Forms of Waste
  o Simulation/Debrief
  o 5S/5Y/Visual Management
  o Wrap up
· Class 3: Case Study
  o Break into 3 groups & separately review the same case study
  o A3 outline explained
  o Brainstorm each component of A3 & document with sticky notes on large flip chart
  § Process mapping
  § 5Y’s
  § Fishbone
  § Mistake Proofing
· Class 4: Work-out
  o Write up analysis of case study in professional & formal A3 format for final report out
· Class 5: Report out
  o Each team presents their individual A3
  o Lean Team facilitates class to combine the individual A3’s into one “Best of the Best” A3
  § Nominal voting
§ Discussion

o Final “Class A3”

Course Assessment

The following assignments will assess the course learning objectives.

Example: Each student will complete a final project solving a complex managerial problem

<table>
<thead>
<tr>
<th>Organization</th>
<th>Exemplary (A)</th>
<th>Adequate (B)</th>
<th>Needs Work (C)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Information is very organized with well-constructed paragraphs, use of subheadings, and information is factual and correct.</td>
<td>Information is organized but paragraphs are not well constructed. Information appears factual</td>
<td>The information appears to disorganized and is suspect to being correct and factual</td>
</tr>
<tr>
<td>Quality of Information</td>
<td>Information clearly relates to the main topic. Paper includes several supporting details and/or examples</td>
<td>Information clearly relates to the main topic. No details and/or examples</td>
<td>Information has little to do with the main topic</td>
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<tr>
<td>Mechanics</td>
<td>No grammatical, spelling, or punctuation errors</td>
<td>A few grammatical, spelling, or punctuation errors</td>
<td>Many grammatical, spelling, or punctuation errors</td>
</tr>
<tr>
<td>Sources</td>
<td>All sources are accurately documented in the desired format</td>
<td>All sources are accurately documented, but many are not all are in the desired format</td>
<td>Sources are not accurately documented</td>
</tr>
</tbody>
</table>

Engagement with the course: This includes, most basically, attendance, preparedness, and participation, and, more loftily, consciousness, presence, and intellectual investment in the course experience (5 points, assigned by me under the totality of the circumstances[AMH1]).

Introduction to LEAN in Healthcare classes will start and end on time therefore students are expected be punctual and attend all 5 classes. Active participation and preparedness are considered as part of your grade.
Course Grading
A=90-100; B+=87-89; B=80-86; C+=77-79; C=70-76; D=60-69; F=59 and lower

40%................ Class attendance
20%.............. Active participation
20%............... A3 Group Content
20%............... A3 Individual Report Out

Academic Integrity
Academic Integrity is vital to the mission of Rutgers, to education at Rutgers and membership in the Rutgers community. It is a core value that supports trust among students, and between students and teachers. It is also a shared value; administration, faculty and students each play a vital part in promoting, securing and nurturing it.

Academic dishonesty is not an individual act that affects only the students involved. It violates communal trust, impacts other members of the community, and is an offense against scholarship. For this reason, any instance of cheating or plagiarism will be dealt with harshly.

Honesty matters. As a shared value, administration, faculty and students each play a vital part in promoting, securing and nurturing it. See the Rutgers Academic Code and Academic Oath at:
http://academicintegrity.rutgers.edu/

Attendance and Cancelation of Classes
Students are expected to attend all classes; if you miss a class you will automatically get a 60 in class participation.

Yellow Belt LEAN exam: Students are responsible to apply and pay for the LEAN Yellow Belt Exam. Information on the exam can be found at: http://www.iassc.org/six-sigma-certification/yellow-belt-certification/