UCI | Division of Continuing Education

Healthcare

Lean Healthcare Specialization

Accelerate Your Career

ce.uci.edu/leanhealth

University of California, Irvine

Improve Your Career Options with a Professional Certificate

UCI Division of Continuing Education provides UC-quality education at a global scale so that learners from virtually anywhere can develop the professional skills necessary to advance their careers. We have proudly delivered exceptional educational experiences to more than one million learners from over 115 countries. UCI is ranked among the top 50 universities nationally and in the top 10 of all public universities, which signifies our well-known, uncompromising standard of excellence.

Lean Healthcare Specialization

Lean thinking has been increasingly embraced in healthcare environments because of its emphasis on improving access and the patient experience by decreasing costs, reducing errors and boosting employee service and productivity. The Lean Healthcare Specialization will prepare you to influence change by identifying and removing non-value added activities – the waste in time, money, supplies and goodwill – in any healthcare organization that otherwise hide in plain view.

This short online program is designed for professionals at all levels of a healthcare organization who wish to advance their careers as well as those looking to enhance their current credentials by expanding into the healthcare industry.

Program Benefits

After completing this program, students will be able to:

- Display practical understanding and appreciation of the concepts, principles and tools of lean as applied to healthcare environments
- Engage in critical thinking and problem solving to identify the drivers and barriers to innovative solutions for healthcare challenges across all healthcare functions
- Identify, define and embed critical lean mindsets and behaviors needed to establish and sustain a lean culture
- Engage in the mapping of the current state of any value stream, followed by focused waste identification, elimination and process optimization
- Apply a range of proven lean tools and techniques to key business support processes, such as strategic business planning, performance management, procurement, human capital management and information management
- Express a necessary level of competency and confidence in the application of lean principles through the completion of specialization exercises and projects within their own workplace; and
- Add value in the new environment of big data through exposure to evolving applications of lean concepts in predictive analytics, data mining, the Internet of Things, agile project management and other disruptive business and management theories

Who Should Attend

- Healthcare supervisors, managers, executives and other value stream owners
- Healthcare providers in settings, such as hospital facilities, urgent care centers, clinics and outpatient care centers, nursing, residential and mental healthcare facilities, medical groups, and senior care centers
- Healthcare administrators who wish to advance their careers
- Process improvement healthcare practitioners
- Clinicians planning to move into supervisory or management-oriented roles
- Operations and support staff in healthcare settings
- Healthcare IT professionals who are troubleshooting and delivering infrastructures and solutions to adopt lean methodologies and support lean initiatives; and
- Current Green Belts who wish to transition into or advance in the healthcare industry

Specialization Eligibility and Requirements

A certificate is awarded upon completion of three required courses and a capstone experience, for a total of 5 units, equivalent to 56 hours of instruction. Students must earn a grade of "C" or better in each course, including the capstone, in order to be eligible for the certificate. It is recommended that all three courses and the capstone experience be taken in sequence. All requirements must be completed within five (5) years after the student enrolls in his/her first course. Students not pursuing the certificate are welcome to take as many individual courses as they wish.

For more information:
Jackie Badwah
jdbadwah@uci.edu
(949) 824-3413

Required Courses

Lean Concepts and Enablers in Healthcare
SOCECOL X480.1 (1.5 units, 4 weeks)

Understand the fundamental concepts of lean, followed by a deeper dive into the mindsets, behaviors and other cultural enablers of lean. Equip yourself with the perspective and engagement strategies required to successfully influence staff, managers, and executives in healthcare settings to commit to and support lean initiatives. Core values, expected benefits, lean project structures and kaizen, typical workforce training requirements and delivery methods, as well as cultural enabler techniques and practices will be reviewed and applied through class exercises. An introduction to value stream mapping and management within the healthcare context will also be provided.

Core Lean Tools and Improvement Principles in Healthcare
SOCECOL X480.2 (1.5 units, 4 weeks)

Explore the concepts and tools required to make products, services, information and transactions flow in response to customer demand. The nature and types of wastes typically encountered, along with methods to eliminate them will be introduced as a core theme of lean. Push versus pull, continuous versus batch production for transactional processes will be explored, as will techniques used to make work flow. Learn how to select project areas of focus, along with the appropriate tools to establish and maintain improved flow. Sample tools will include 5S, standard work, visual management, takt time and pitch, kanbans, quick changeover, 5Whys and Jidoka.

New Lean Tools and Evolving Applications for Healthcare Organizations
SOCECOL X480.3 (1.0 unit, 3 weeks)

Examine how lean principles are being embedded in latest technologies and management concepts including Agile Project Management, the Internet of Things, and Products as a Service. Classical lean concepts of waste and value will be revisited to address big data and the information age. Investigate, identify and develop a plan for the application of one or more of the new lean tools/concepts within your organization.

Capstone Experience: Healthcare Lean Capstone
SOCECOL X480.4 (1.0 unit, 3 weeks)

Identify, plan and execute a meaningful kaizen event using the tools and methods learned during the specialization. Execute the event in a real healthcare organization in your local area. The completion of the capstone experience, combined with the use of meaningful workplace assignments and healthcare-focused exercises embedded within each prior course, will provide both you and your organization confidence in the skills and capabilities learned in this specialization.

Advisory Committee

Kim Carli, Executive Director, Enterprise Program Management & Process Improvement, City of Hope

Roger Chen, Vice President, Organization Transformation, Lee Memorial Health System

Donna Litwinski, Master Lean Fellow, MemorialCare Health System in Southern California

Georgette Loubnan, Business Intelligence, Data Governance and Master Data Management Consultant

Stephen Mayfield, Chief Quality Officer, Navicent Health

Lean Healthcare Specialization

UCI Division of Continuing Education

ce.uci.edu/leanhealth