

Certified for  
up to 35.25 AMA,  
AAPA, ACPE, or  
AGD credits  
or 3.5 CEUs

## Lean for Healthcare

**Location:** Knoxville, Tennessee

**Duration:** Five Days

**2011 Dates:**

August 21 - 26

November 6 - 11

**Tuition:** \$4,500 includes

- Single occupancy hotel accommodations & meals
- On-campus transportation
- Hands-on 3-phase simulation and interactive small groups
- Certificate Award
- AMA, AAPA, APCE, AGD or CEU credits

**Website:** <http://TheCenter.utk.edu>

The *Lean for Healthcare* program is an applications oriented program that is designed specifically for healthcare professionals. Its purpose is to teach professionals how to implement the principles of lean healthcare through a mix of conceptual knowledge and practical skills. Lean healthcare is an organizational philosophy which aims to meet the needs of the patient by providing efficient, quality care in a timely fashion through the elimination of waste. From the patient's perspective, the quality of the care and the quality of the service are enhanced by minimal delays, proper clinical procedures, and interaction with satisfied workers. From the organization's perspective, the benefits can be profound, both financially and culturally, through greater market share, improved productivity, lower capital requirements, and reduced turnover.

Lean is not a temporary "change program" for management and the workforce. Lean represents a fundamental shift in the way an organization views its customers, its workforce, its suppliers and its partners. The key to successfully implementing a

lean philosophy is to develop a workforce that has the tools, the incentives, and the culture to continuously pursue operational improvement. A sustainable lean transformation extends beyond selected operational improvements to all aspects of the patient care value stream including interrelationships with providers, insurers, other patient care organizations, and equipment and material suppliers.

### Who Should Attend:

Hospital executives from department heads to CEOs, physician and dentist leaders, practice managers, nursing executives, hospital engineers, directors of ancillary operations, medical suppliers (close to point of use). Participants should be primarily interested in utilizing operations improvement for increasing quality, efficiency, satisfaction, throughput, and, ultimately, profit (or mission).

### Participants should be able to:

- Understand the root causes of operational dysfunction
- Gain new perspectives on operational improvement
- Be able to better identify high-leverage areas for improvement
- Gain an understanding of the most common lean tools for improvement
- Understand the role of human and organizational elements in implementing and sustaining a lean transformation
- Develop a personal road-map to begin or accelerate a lean transformation based on an organization's needs, skills, culture, and commitment

# Lean for Healthcare

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## Facilities

Classes are held in the executive-level classrooms of The University of Tennessee Center for Executive Education. These facilities are specifically designed for group-interaction programs. Accommodations are single-occupancy rooms at a nearby hotel.

## Faculty

The program is taught by a diverse group of faculty consisting of academics, lean practitioners, and physicians (hospital-based and practice-based). Each faculty member brings a unique set of experiences and perspectives which together make the UT *Lean for Healthcare* program a truly integrative and complete curriculum.

### ➤ **Joseph Crane, MD, MBA**

Dr. Crane is an Emergency Physician practicing at Mary Washington Hospital in Fredericksburg, Virginia. He currently serves as the Business Director of his group, Fredericksburg Emergency Medical Alliance. In 2004, he graduated from the Physician Executive MBA Program (PEMBA) at the University of Tennessee where he is currently an Adjunct Professor teaching physician-led operations improvement. His work focuses on innovative approaches to ED and hospital-wide operational and patient flow improvement, specifically addressing the application of lean manufacturing concepts within the healthcare environment. He currently serves as a faculty member in the Institute for Healthcare Improvement's Nationwide ED Collaborative, "Operational & Clinical Improvement in the Emergency Department."

### ➤ **Keith Leitner, MS**

Mr. Leitner is a faculty member in the University of Tennessee's Center for Executive Education, teaching, mentoring and coaching in the area of lean enterprise deployment. Keith has served business and industry as a management consultant for many years implementing the concepts of lean in both private and defense industries. He served as Vice President of Continuous Improvement for BTR Automotive and held other leadership positions with Marley Electric Heating and United Technologies Automotive, Inc. Keith received his M.S. in Organizational Leadership and Management from the University of North Carolina, Pembroke.

### ➤ **Dr. Charles "Chuck" Noon, PhD**

Dr. Noon is a Professor of Management Science at the University of Tennessee. He teaches in the full-

time MBA program and was a founding member of the highly ranked Physician Executive MBA Program. He earned his Ph.D. in Industrial & Operations Engineering from the University of Michigan. His teaching awards include the 2000 Gregory Dobbins Outstanding Teaching and Research Award and numerous Outstanding Teacher Awards in the Physician Executive MBA Program. He was selected as a Stokely Scholar (1995-1997) of the College of Business Administration at The University of Tennessee. His teaching interests include operational improvement, business modeling, optimization, simulation, and decision analysis. His applied research concerns computer-based models and process improvement and his papers in these areas have appeared in *Interfaces*, *Journal of Healthcare Management*, and *Networks & Spatial Analysis*. Dr. Noon's industrial experience includes first-line supervision at the Procter & Gamble Company, Director of Research at Jewelry Television, and large-scale modeling projects at a number of organizations including Philips Consumer Electronics, Dell Computers, TVA, Sears, Martin-Marietta, and the Electric Power Research Institute. He has also worked with various healthcare systems on new-service capacity planning and process improvement. Dr. Noon also teaches within the Institute for Healthcare Improvement's Emergency Department Collaborative.

## Contact Information

For more information on the Lean for Healthcare program or our Healthcare Business Solutions portfolio of courses, please call or write:

Center for Executive Education  
College of Business Administration  
The University of Tennessee  
603 Haslam Business Building  
Knoxville, TN 37996-4160

Phone (865) 974-5001  
FAX (865) 974-4989  
E-mail: llaw@utk.edu

For current news of the Center for Executive Education and its offerings, please visit our web site at <http://TheCenter.utk.edu>

## The University of Tennessee Center for Executive Education

For more than 15 years, UT's Center for Executive Education has been delivering value to healthcare organizations worldwide through its Physician Executive MBA Program, ranked #1 by Modern Healthcare/Modern Physician since 2004. The Challenge of Change in Healthcare was developed by the award-winning faculty who teach students how to be strategically-focused healthcare leaders. At UT's Center for Executive Education, we know the business of healthcare and teach you immediately-applicable management strategy techniques and leadership skills necessary to meet (performance improvements) PI goals while positively impacting the bottom line.

## Healthcare Business Solutions

Our Healthcare Business Solutions portfolio continues to address the most important topics impacting the business of healthcare today. New course curricula are being developed as healthcare gaps and needs are identified. Our current portfolio includes courses offering professional education credits for physicians and physician assistants, pharmacists and pharmacy technicians, dentists, and other healthcare professionals.

## Healthcare Business Solutions Course Portfolio

### Electronic Health Records:

#### The Basics of EHR and Meaningful Use

This course on EHR is designed to cut through the hyperbole, teach practitioners and managers the background and knowledge necessary to make a system selection, and provide the tools to ensure an effective implementation.

#### Electronic Health Records (EHR):

*Achieving Meaningful Use with an Existing System*

This course explains to practitioners and managers the details of Meaningful Use and implementing systems for HITECH Act compliance. Attendees learn strategic

Performance Improvement (PI) processes to ensure practitioner compliance with Meaningful Use criteria through the use of change management tools. A highlight of the curriculum is a focus on auditing systems for current and near term needs and developing strategies for addressing identifiable gaps.

#### Accountable Care Organizations:

*Building Efficient ACOs through Partnerships*

This course focuses on areas not currently being taught, including ACO models to discern organizational strengths and vulnerabilities, as well as define requirements for organizational success. The course is designed to teach providers and administrators how to build an ACO and how to deal with other ACOs through contracts and collaboration.

#### The Challenge of Change in Healthcare: A

*Roadmap for Performance Improvement in a Constantly Changing Environment*

This program equips learners with the knowledge and tools necessary to manage and develop performance within the healthcare organization. Designed to increase performance improvement (PI) by increasing skills needed for individual and organizational

change, the course teaches positive leadership and performance management.

Also included is a 60-day access to an online Change Management Toolkit.

#### Six Sigma Champion Certificate Course for Healthcare Leaders: *Maximizing Value*

*Proposition for Improved Patient Outcomes*

In an environment where accuracy is critical, the concepts of Six Sigma provide a compelling platform for improving patient outcomes. Process variation and errors result in increased costs, decreased quality of care, and even lost lives. The systematic methodology of Six Sigma uses statistical analysis to measure and improve operational performance.

Attendees learn how to lead Six Sigma deployment for improved organizational and patient outcomes.

#### Lean for Healthcare

A mix of interactive lectures, hands-on case analyses, and a phased hands-on simulation are used to teach learners the skills necessary to develop a personal and/or organizational roadmap to begin or accelerate a lean transformation.

The weeklong course provides a strong foundation for understanding Lean Thinking, Quality Improvement, and Theory of Constraints. Using this foundation, learners will be able to hone processes to eliminate resource waste and affect increases in quality, efficiency, satisfaction, patient care, and, ultimately, profit.

#### Lean for the Operating Room

This course includes discussion, breakout groups, case studies, and a dynamic three-phase hands-on simulation.

The result is a powerful and proven mix to enable crossfunctional teams to immediately use new lean applications in the OR setting. An optional 30-day consultation for each attendee's individual workplace is included.

## LEAN FOR HEALTHCARE PROGRAM

**LOCATION:** UT Center for Executive Education, Haslam Business Building, University of Tennessee, Knoxville  
**HOTEL:** Knoxville Downtown Hilton  
**SUNDAY EVENING:** Sunday - Welcome reception beginning at 5:30 PM - Hilton  
**GROUND TRANSPORTATION:** Shuttles will transport participants from the hotel to the Center at 7:15 a.m. each morning for 7:30 a.m. breakfast.

Monday	Tuesday	Wednesday	Thursday	Friday
8:00-10:30 am <b>Program Overview, Lean Simulation Part 1</b> Baseline Noon	8:00-9:40 am <b>Lean Tools 3 – Workplace Organization &amp; Visual Mgt. Exercise</b> Leitner	8:00-9:40 am <b>Principles of Flow in Healthcare</b> Noon	8:00-10:00 am <b>Lean Simulation Part 3 cont'd. – Implementation</b> Noon	8:00-9:40 am <b>Organizational Deployment</b> Leitner
10:45 am-12:00 pm <b>Introduction to Lean Healthcare</b> Noon	10:00-11:30 am <b>Lean Tools 4 &amp; 5 – Standard Work and Materials Management</b> Leitner	10:00-11:30 am <b>Principles of Flow in Healthcare</b> Noon	10:20-11:30 am <b>Applied Lean in Healthcare</b> All Faculty	10:00-11:30 am <b>Leadership within a Lean Transformation</b> Crane
12:00-1:00 pm <i>Picture – UC steps</i> <i>Lunch – Executive Dining Room</i>	11:30 am-12:30 pm <i>Lunch – Executive Dining Room</i>	11:30 am-12:30 pm <i>Lunch – Executive Dining Room</i>	11:30 am-12:30 pm <i>Lunch – Executive Dining Room</i>	11:45 am-1:00 pm <b>Personal Roadmap for Lean Improvement</b>
1:00-2:30 pm <b>Lean Tools 1 – Business Case and PDCA Problem Solving</b> Leitner	12:30-2:00 pm <b>Lean Tools 5 – Quick Changeover &amp; TPM</b> Leitner	12:30-2:00 pm <b>Achieving Lean Flow</b> Noon	12:30-2:00 pm <b>Applied Lean in Healthcare</b> All Faculty	1:00 pm <i>Box Lunch – Executive Dining Room</i>
2:45-4:15 pm <b>Lean Tools 2 – Process Mapping (VSM, PSC &amp; Spaghetti)</b> Leitner	2:15-3:45 pm <b>Lean Simulation Part 2 – Lean Improvement Planning</b> Noon	2:15-3:45 pm <b>Achieving Lean Flow</b> Noon	2:15-3:45 pm <b>Targeting Lean Improvement</b> Crane	<b>Departures:</b> If you need to go to the airport directly from class on Friday, bring your luggage to campus and we'll store it for you. We'll also order your taxi.  If you are driving, you may park in the garage next to our building. Just bring your ticket to us for a validation stamp.
4:30-6:00 pm <b>Lean Tools 3 Workplace Organization &amp; Visual Management</b> Leitner	4:00-5:30 pm <b>Lean Simulation Part 2 cont'd. – Implementation</b> Noon	4:00-5:30 pm <b>Lean Simulation Part 3 – Advanced Flow Improvement</b> Noon	4:00-5:30 pm <b>Targeting Lean Improvement</b> Crane	
6:15-7:45 pm <i>Dinner</i> <i>Local Restaurant</i>	5:45-7:30 pm <i>Dinner</i> <i>Local Restaurant</i>	<i>Return to Hilton Reception</i>  <b>FREE EVENING</b>	5:45-7:30 pm <i>Dinner</i> <i>Local Restaurant</i>	

### Professional Education Credits:

#### Accreditation

This activity has been planned and implemented in accordance with the Essential Areas and policies of the Accreditation Council for Continuing Medical Education through the joint sponsorship of the University of Tennessee College of Medicine and UT Center for Executive Education at the UT College of Business Administration. The University of Tennessee College of Medicine is accredited by the ACCME to provide continuing medical education for physicians.

#### Certified Credits

**AMA:** The University of Tennessee College of Medicine designates this live activity for a maximum of 35.25 AMA PRA Category 1 Credits™. Physicians should only claim credit commensurate with the extent of their participation in the activity.

**AAPA:** American Academy of Physician Assistants accepts Category 1 credit toward the AMA Physicians' Recognition Award from organizations accredited by the ACCME. The AAPA has complete reciprocity with the ACCME. This course is certified for a maximum of 35.25 AMA PRA Category 1 Credits™.

**AGD:** The University of Tennessee Graduate School of Medicine is designated as an Approved PACE Program Provider by the Academy of General Dentistry. The formal continuing dental education programs of this program provider are accepted by the AGD for Fellowship, Mastership and membership maintenance credit. Approval does not imply acceptance by a state or provincial board of dentistry or AGD endorsement. The current term of approval extends from 01/01/2010 to 12/31/2013.



**ACPE:** The University of Tennessee College of Pharmacy is accredited by the Accreditation Council for Pharmacy Education (ACPE) as a provider of continuing pharmacy education. Successful completion of this knowledge-based program will provide a statement for thirty-five (35) live contact hour(s) credit (3.5 CEUs) and will be mailed within 3-4 weeks following the program. Successful completion includes attending the session, signing the attendance sheet, and completion of the program evaluation form.

ACPE Program #: 0064-9999-11-006-L04-P

(Please note the pharmacist participant requesting ACPE credit must attend all 35 hours of this program to receive credit. No partial credit will be awarded.)

**Grievance Policy:** A participant, sponsor, faculty member or other individual wanting to file a grievance with respect to any aspect of a program sponsored or co-sponsored by the UTCEEP may contact the Associate Dean for Continuing Education in writing. The grievance will be reviewed and a response will be returned within 45 days of receiving the written statement. If not satisfied, an appeal to the Dean of the College of Pharmacy can be made for a second level of review.

**Contact Hours:** This course is certified by an ACCME-approved provider. The CME credit offered during this educational activity is acceptable by ANCC, AACN, and NCCPA for recertification. Professional associations may choose to convert CEUs to contact hours by allowing .1 CEU to equal 1 contact hour.

**CEU:** Adhering to guidelines set by the American Medical Association, the University of Tennessee Graduate School of Medicine will issue Certificates of Attendance and CEUs for non-physicians attending this educational activity. This activity is designated for up to 3.5 CEUs by the University of Tennessee using the national standard that 1 hour of educational instruction is awarded .1 CEU.

