

Drive Improved Organizational Performance Through Process Innovation

Despite major investments in technology, health care organizations today are still struggling to reduce wait times, reduce waste, improve patient satisfaction and enhance clinical outcomes—all in the face of rising costs. It is becoming clear that the solution to these challenges lies not with automation, but with process innovation.* Now more than ever, you need leadership and key team members capable of implementing real organizational change that results in sustainable performance breakthroughs.

Kaplan Continuing Education's Lean Six Sigma Green Belt for Health Care Certificate program is designed to help you and your team leverage proven Lean Six Sigma methodologies to effectively define and resolve operational defects that are hindering your facility's optimal operations growth and profitability. Participants have the opportunity to master the skills relevant to guiding process improvement projects that deliver measurable outcomes, such as greater speed and volume of patient throughput, reduced unit and departmental costs, advanced patient safety and care, and lower staff turnover rates.

The objectives of the Lean Six Sigma Green Belt for Health Care Certificate program include:

- Students gain a thorough understanding of how Lean management principles can be combined with Six Sigma methodologies and problem-solving tools to foster immediate as well as long-term health care process improvements.
- Students learn how to focus their team and organization on value-added activities that promote exceptional health care and substantial cost savings, while eliminating inefficiencies that breed patient complaints and workplace stress.
- Students discover how to integrate the principles of statistics, value stream mapping, waste reduction, process capability, financial implications, and root cause analysis to achieve tangible improvements in the health care setting.
- Students are required to complete a real-world improvement project by the end of the program. They may choose any type of health care process and setting in fulfilling this requirement.

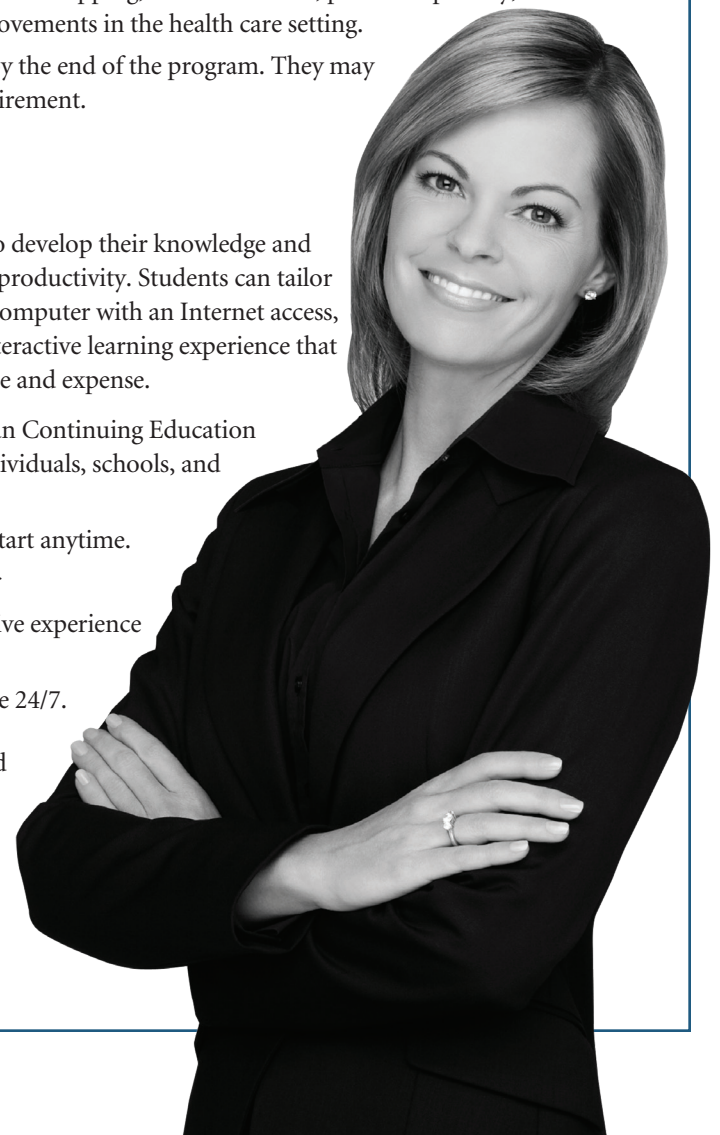
Why Choose Kaplan Continuing Education?

Online Programs and Certificates in 6 Months or Less

Kaplan Continuing Education allows your employees the opportunity to develop their knowledge and talents without compromising their professional obligations — or your productivity. Students can tailor their studies around their current job and work conveniently from any computer with an Internet access, virtually anywhere in the world. Our online programs offer a quality, interactive learning experience that rivals a traditional classroom, while eliminating the associated travel time and expense.

- **The Kaplan Advantage:** Founded in 1938, Kaplan Inc., of which Kaplan Continuing Education is a part, is a leading provider of educational and career services for individuals, schools, and businesses.
- **Immediate enrollment:** No waiting for classes to begin; students can start anytime.
- **Accelerated learning:** Program can be completed in 6 months or less.†
- **Knowledgeable faculty:** Credentialed professionals, many with extensive experience in their fields.
- **Flexible scheduling:** Self-paced, online multimedia classroom available 24/7.

Kaplan Continuing Education programs are refined to offer relevant and practical knowledge in a fast-evolving professional world, helping students pursue advancement of their careers‡ while supporting employer's objectives. At Kaplan Continuing Education, our goal is to help you develop a skilled and competent team, while you invest in the success and satisfaction of your employees.



Lean Six Sigma Green Belt for Health Care Certificate Program

Course Descriptions

Developed by seasoned instructors and subject matter experts, Kaplan Continuing Education's Lean Six Sigma Green Belt for Health Care Certificate curriculum gives students the insights and skills relevant to leading successful health care process improvement initiatives.

LX 600: Lean Six Sigma Green Belt Body of Knowledge—Overview

This course provides an overview of Lean Six Sigma (LSS), its origins, goals, processes, and define phase. Students learn why organizations use LSS, what it is about, and how it is structured. An overview of the following four courses in the program is given, as well as the initial concepts of customer focus and process view. The D M A I C acronym (define, measure, analyze, improve, control) provides the basis for this overview. In this course, the student selects the specific process that they will study and improve.

LX 605: Lean Six Sigma Green Belt Body of Knowledge—Define for Health Care

This course focuses on the first phase of the LEAN study, which involves looking at the organization and its customers and processes and locating the process in need of improvement. A health care organization is described in terms of its critical to quality, customer based measures of success and the set of processes in place to achieve those measures. Measures of success can include cost of service, waiting times for service, quality of service provided, and efficiency of service. Students explore how to model a health care organization in a way that leads to customer satisfaction. The outputs from this course include a charter for the improvement project selected earlier, justification of that choice, and initial descriptions of the process.

LX 606: Lean Six Sigma Green Belt Body of Knowledge—Measure for Health Care

This course provides the tools for measuring the current status of the process. Students learn the basics of process mapping, prioritizing issues, and related

tools. Students also establish relationships between process inputs and outputs. Tools from both Lean and Six Sigma are introduced here, as the student needs these tools to complete this phase of their process improvement project.

LX 607: Lean Six Sigma Green Belt Body of Knowledge—Analyze for Health Care

In this Lean Six Sigma course, students analyze the effects that potential changes in process inputs will have on the process outputs related to customer satisfaction, leading to a list of process improvement actions. Students then apply those actions to the process to test the validity of the changes, and to assess the feasibility of implementation. Tools for discovering the causes of problems and searching for improvements are provided. Students should have completed a set of recommendations for improving the business process by the end of this course.

LX608: Lean Six Sigma Green Belt Body of Knowledge—Improve/Control Health Care

This last Lean Six Sigma training course covers the selection, evaluation and implementation of the improvement into the process. The student will be able to create a schedule and budget for implementing the desired changes and improvements. In addition to the improvement tools, project management and change management tools are introduced to facilitate the move to the improved process. Plans for monitoring and maintaining the achieved improvements are also introduced.

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Health Care Division

Kaplan Continuing Education programs are not eligible for Title IV federal financial aid. Instructional materials are not included in the price of tuition.

**Hospitals See Benefits of Lean and Six Sigma," American Society for Quality, on the Internet at <http://asq.org/qualitynews/qnt/execute/displaySetup?newsID=5843> (accessed December 2010).

†Completion time is dependent upon student learning style and personal schedule.

‡Kaplan Continuing Education does not guarantee that graduates will be eligible for job advancement opportunities or equipped to perform all the tasks noted. Additional training or certification may be required