



Soules College of Business
School of Technology
Course Syllabus



TECH 5336.RP61 Lean Healthcare

Mr. John Connolly

Spring 7 WK 2026 Session 1

Office Hours: Virtual

Office: Virtual

jconnolly@uttyler.edu

Course Description:

This course focuses on continuous improvement and the elimination of waste in a healthcare facility by empowering individuals to identify waste and non-value-added activity as well as identifying and improving value-streams to reduce costs. Students will also learn to create better flow for patients and processes, thereby, preventing errors and improving quality in a systematic way.

Textbook:

Sperl T., Ptacek R., and Trewen J. (2013). *Practical Lean Six Sigma for Healthcare*, The Lean Store, ISBN- 978-1-4675-1699-0

Course Objectives:

This course will give students a solid foundation in Lean Methodologies to problem solve and identify and eliminate waste in a healthcare work environment. The course will also enable future coursework in the Lean methodology for certification is Lean and Six Sigma. At the end of this course students will be able to:

1. Apply the ADTP methodology to implement process improvements in professional setting specifically healthcare fields of employment.
2. Perform problem solving using Lean Six Sigma techniques and tools to identify and eliminate waste in processes to enable more favorable customer interactions and organizational success.
3. Identify, form, and train cross functional teams to execute improvement projects and effectively facilitate the goals of improvement projects.
4. Communicate improvement project status and project outcomes with interested parties and stakeholders as all phases of the Lean Methodology.
5. Recognize the need for and implement continuous improvement measures in their respective service industry.

Student Learning Outcomes:

By the end of this course, students should be able to:

1. Demonstrate a comprehensive knowledge of Lean methodologies and principles by earning a passing score of 70% or higher assigned coursework, participation in canvas discussions,

- writing assignments, quizzes and exams.
2. Understand and discuss the utilization of the Assess, Diagnose, Treat, and Prevent methodology in a healthcare setting.
 2. Identify waste in processes and work to eliminate waste using lean methods, tools, and techniques.
 3. Effectively manage change throughout the continuous improvement cycle
 4. Establish standard work practices, measurements and be able to explain their significance in quality management.

Core Competencies:

1. Computer-based skills - By use of standard software the student will be able to utilize, interpret, and manipulate the tools of Lean Six Sigma.
2. Communication skills - The student will conduct several research based writing assignments to develop their quality improvement problem solving and quality control measurement skills.
3. Interpersonal skills - Students will work in group discussions concerning quality improvement to experience the use of graphical problem-solving techniques.
4. Problem-solving - Each student will use case studies and textbook examples to work through the continuous improvement cycle known as Assess, Diagnose, Treat, and Prevent. Personal accountability for achievement - Each student will follow the designated suspense dates for course work as listed in the course syllabus.
5. Understand the historical context of Lean Six Sigma by studying the Quality Master's in order to develop a foundation in the origins of the Lean Six Sigma Methods.

Course Requirements:

<u>Grading and Evaluation:</u>	<u>Percentage of Grade:</u>
Chapter Assignments	25
Discussions / Topics	25
Quizzes	25
<u>Final Exam</u>	<u>25</u>
Total	100%

This is an approximate weighting of the course work for this semester and may change slightly during the semester.

Students are required to log on to CANVAS through their UT Tyler account to review study materials, participate in group discussions, submit course work, complete tests and quizzes that the instructor may post

Instructor reserves the right to make changes with prior notice to students

Grading Scale:

A= 90-100 %

B= 80-89 %

C= 70-79 %

D= 60-69 %

F=Below 60%

Important Dates:

Class Start Date	Jan, 12
Census Date	Jan 16
Last Day to Drop	Feb 12
Final Exam Due	Feb 28
End of Term	Feb 28
Final Grades Due	Mar 3

Any late work must be cleared with the instructor prior to the due date. Any late coursework will not be accepted after the due date. Any reconciliation will be considered on a case by case basis with legitimate excuses.

Tentative Schedule:

Week 1:

- Review Syllabus
- Logistics
- Introduction to Practical Lean Six Sigma

Week 2:

- Prepare Phase

Week 3:

- Assess Phase

Week 4:

- Diagnose Phase

Week 5:

- Treat Phase

Week 6:

- Prevent Phase

Week 7:

- Course Review
- Final Exam

Any late work must be cleared with the instructor prior to the due date. Any late coursework without approval will not be accepted after the due date. Any reconciliation will be considered on a case-by-case basis with legitimate excuses at the instructor's discretion.

UT Tyler Honor Code:

Every member of the UT Tyler community joins together to embrace: Honor and integrity that will not allow me to lie, cheat, or steal, nor to accept the actions of those who do.

Withdrawing from Class

Students may withdraw (drop) from this course using the [Withdrawal Portal](#). Withdrawing (dropping) this course can impact your Financial Aid, Scholarships, Veteran Benefits, Exemptions, Waivers, International Student Status, housing, and degree progress. Please speak with your instructors, consider your options, speak with your advisor, and visit the One-Stop Service Center (STE 230) or email enroll@uttyler.edu to get a complete review of your student account and the possible impacts to withdrawing. We want you to make an informed decision. UT Tyler faculty and staff are here for you and often can provide additional support options or assistance. Make sure to carefully [read the implications for withdrawing from a course and the instructions](#) on using the [Withdrawal portal](#).

Texas law prohibits students from dropping more than six courses during their entire undergraduate career*. The six courses dropped includes those from other 2-year or 4-year Texas public colleges and universities. Consider the impact withdrawing from this class has on your academic progress and other areas, such as financial implications. We encourage you to consult your advisor(s) and Enrollment Services for additional guidance. **CAUTION #1:** Withdrawing before census day does not mean you get a full refund. Please see the [Tuition and Fee Refund Schedule](#). **CAUTION #2:** All international students must check with the [Office of International Programs](#) before withdrawing. All international students are required to enroll full-time for fall and spring terms. **CAUTION #3:** All UT Tyler Athletes must check with the Athletic Academic Coordinator before withdrawing from a course. **CAUTION #4:** All veterans or military-affiliated students should consult with [Military and Veterans Affairs](#).

* Students who began college for the first time before 2007 are exempt from this law.

Incomplete Grade Policy:

If a student, because of extenuating circumstances, is unable to complete all of the requirements for a course by the end of the semester, then the instructor may recommend an Incomplete (I) for the course. The "I" may be assigned in place of a grade *only when **all** of the following conditions are met:* (a) the student has been making satisfactory progress in the course; (b) the student is unable to complete all coursework or final exam due to unusual circumstances that are beyond personal control and are acceptable to the instructor, and (c) the student presents these reasons before the time that the final grade roster is due. The semester credit hours for an Incomplete will not be used to calculate the grade point average.

The student and the instructor must submit an Incomplete Form detailing the work required and the time by which the work must be completed to their respective department chair or college dean for approval. The time limit established must not exceed one year. Should the student fail to meet all of the work for the course within the time limit, then the instructor may assign zeros to the unfinished work, compute the course average for the student, and assign the appropriate grade. If a grade has yet to be assigned within one year, then the Incomplete will be changed to an F, or NC. If the course was initially taken under the CR/NC grading basis, this may adversely affect the student's academic standing.

Grade Appeal Policy:

Disputes regarding grades must be initiated within sixty (60) days from the date of receiving the final course grade by filing a Grade Appeal Form with the instructor who assigned the grade. A grade appeal should be used when the student thinks the final course grade awarded does not reflect the grades earned on assessments or follow the grading scale as documented in the syllabus. The student should provide the rationale for the grade appeal and attach supporting document about the grades earned. The form should be sent via email to the faculty member who assigned the grade. The faculty member reviews the rationale and supporting documentation and completes the instruction section of the form. The instructor should return the form to the student, even if a grade change is made at this level. If the student is not satisfied with the decision, the student may appeal in writing to the Chairperson of the department from which the grade was issued. In situations where there is an allegation of capricious grading, discrimination, or unlawful actions, appeals may go beyond the Chairperson to the Dean or the Dean's designee of the college from which the grade was issued, with that decision being final. The Grade Appeal form is found in the [Registrar's Form Library](#).
NOTE: The Grade Appeal Form is different from the Application for Appeal form submitted to the Student Appeals Committee, which does not rule on grade disputes as described in this policy.

Disability/Accessibility Services:

In accordance with Section 504 of the Rehabilitation Act, Americans with Disabilities Act (ADA) and the ADA Amendments Act (ADAAA), the University of Texas at Tyler offers accommodations to students with learning, physical, and/or psychological disabilities. If you have a disability, including a non-visible diagnosis such as a learning disorder, chronic illness, TBI, PTSD, ADHD, or a history of modifications or accommodations in a previous educational environment, you are encouraged to visit <https://hood.accessiblelearning.com/UTTyler/> and fill out the New Student application. The Student Accessibility and Resources (SAR) office will contact you when your application has been submitted and an appointment with the Assistant Director Student Accessibility and Resources/ADA Coordinator. For more information, including filling out an application for services, please visit the SAR webpage at <https://www.uttyler.edu/disability-services>, the SAR office located in the Robert Muntz Library, LIB 460, email saroffice@uttyler.edu, or call 903.566.7079."

Military and Veterans:

UT Tyler honors the service and sacrifices of our military-affiliated and veterans students. If you are a student who is a veteran, on active duty, in the reserves or National Guard, or a military spouse or dependent, please stay in contact with your faculty member if any aspect of your present or prior service or family situation makes it difficult for you to fulfill the requirements of a course or creates disruption in your academic progress. It is important to make your faculty member aware of any complications as far in advance as possible. Your faculty member is willing to work with you and, if needed, put you in contact with university staff who are trained to assist you. The [Military and Veterans Affairs](#) has campus resources for military-affiliated students. The MVSC can be reached at MVSC@uttyler.edu or via phone at 903.565.5972.

Students on an F-1 Visa:

To remain in compliance with Federal Regulations requirements you must do the following:

- Traditional face-to-face classes: Attend classes on the regular meeting days/times.
- Hybrid Classes: Attend all face-to-face classes convened by the instructor according to the schedule set for your specific course.
- Online course: Only one online course can count toward your full-time enrollment. Students are expected to be fully engaged and meet all requirements for the online course.
-

Academic Honesty and Academic Misconduct:

The UT Tyler community comes together to pledge that "Honor and integrity will not allow me to lie, cheat, or steal, nor to accept the actions of those who do." Therefore, we enforce the [Student Conduct and Discipline policy](#) in the Student Manual Of Operating Procedures (Section 8).

FERPA:

UT Tyler follows the Family Educational Rights and Privacy Act (FERPA) as noted in [UT Tyler's Policy 7.01: Family Educational Rights and Privacy Act](#). The course instructor will follow all requirements to protect your confidential information.

Absence for Official University Events or Activities:

This course follows the practices related to [Excused Absences for University Events or Activities](#) as noted in the Catalog.

Absence for Religious Holidays:

This course follows the practices related to UT Tyler's [Excused Absence for Religious Holy Days](#) as noted in the Catalog.

Absence for Pregnant Students:

This course follows the requirements of Texas Laws SB 412, SB 459, SB 597/HB 1361 to meet the needs of pregnant and parenting students. Part of the supports afforded pregnant students includes excused absences. Faculty who are informed by a student of needing this support should make a referral to the Parenting Student Liaison. NOTE: Students must work with the Parenting Student Liaison in order to receive these supports. Students should reach out to the Parenting Student Liaison at parents@uttyler.edu and also complete the [Pregnant and Parenting Self-Reporting Form](#).

Campus Carry:

We respect the right and privacy of students who are duly licensed to carry concealed weapons in this class. License holders are expected to behave responsibly and keep a handgun secure and concealed. More information is available at <http://www.uttyler.edu/about/campus-carry/index.php>.

Student Standards of Academic Conduct

Disciplinary proceedings may be initiated against any student who engages in scholastic dishonesty, including, but not limited to, cheating, plagiarism, collusion, the submission for credit of any work or materials that are attributable in whole or in part to another person, taking an examination for another person, any act designed to give unfair advantage to a student or the attempt to commit such acts.

1. "Cheating" includes, but is not limited to:

- copying from another student's test paper;
- using, during a test, materials not authorized by the person giving the test;
- failure to comply with instructions given by the person administering the test;
- possession during a test of materials which are not authorized by the person giving the test, such as class notes or specifically designed "crib notes". The presence of textbooks constitutes a violation if they have been specifically prohibited by the person administering the test;
- using, buying, stealing, transporting, or soliciting in whole or part the contents of an unadministered test, test key, homework solution, or computer program;
- collaborating with or seeking aid from another student during a test or other assignment without authority;
- discussing the contents of an examination with another student who will take the examination;
- divulging the contents of an examination, for the purpose of preserving questions for use by another, when the instructors has designated that the examination is not to be removed from the examination room or not to be returned or to be kept by the student;
- substituting for another person, or permitting another person to substitute for oneself to take a course, a test, or any course-related assignment;

- paying or offering money or other valuable thing to, or coercing another person to obtain an unadministered test, test key, homework solution, or computer program or information about an unadministered test, test key, home solution or computer program;
 - falsifying research data, laboratory reports, and/or other academic work offered for credit;
 - taking, keeping, misplacing, or damaging the property of The University of Texas at Tyler, or of another, if the student knows or reasonably should know that an unfair academic advantage would be gained by such conduct; and
 - misrepresenting facts, including providing false grades or resumes, for the purpose of obtaining an academic or financial benefit or injuring another student academically or financially.
2. “Plagiarism” includes, but is not limited to, the appropriation, buying, receiving as a gift, or obtaining by any means another’s work and the submission of it as one’s own academic work offered for credit.
3. “Collusion” includes, but is not limited to, the unauthorized collaboration with another person in preparing academic assignments offered for credit or collaboration with another person to commit a violation of any section of the rules on scholastic dishonesty.
- iv. All written work that is submitted will be subject to review by SafeAssign™, available on Canvas

UT Tyler Resources for Students

- UT Tyler Writing Center (903.565.5995), writingcenter@uttyler.edu
- UT Tyler Tutoring Center (903.565.5964), tutoring@uttyler.edu
- The Mathematics Learning Center, RBN 4021, this is the open access computer lab for math students, with tutors on duty to assist students who are enrolled in early-career courses.

Note: The instructor reserves the right to modify the syllabus. All modifications will be communicated to the students in a timely