

Jefferson College of Population Health

OPERATIONAL EXCELLENCE

Graduate Certificate and Master's Degree

Earn your master's degree 100% online in two years without interrupting your career.



Jefferson

Philadelphia University +
Thomas Jefferson University

Earn your degree from one of the largest and most innovative academic health centers in the country.

Thomas Jefferson University

We Improve Lives.

At Jefferson (Philadelphia University + Thomas Jefferson University), we *improve lives* by redefining humanly possible and providing students with exceptional value in 21st century professional education. We are dedicated to educating our students—through interprofessional and transdisciplinary, experiential learning designed for new and emerging fields—and preparing them with the skills they need to succeed and lead now and in the future of work. We do this through integrated, innovative and forward-thinking programs across our colleges and schools in architecture, business, design, engineering, fashion & textiles, health, science and social science.

College of Population Health students have the extraordinary opportunity to expand their understanding of health care and population health through Jefferson Health, our clinical arm of Thomas Jefferson University. Our academic health center spans 14 hospitals (seven are Magnet-designated for nursing excellence), touches the lives of nearly four million patients annually, includes the NCI-designated Sidney Kimmel Cancer Center, and is recognized nationally by *U.S. News & World Report* for its clinical excellence. The Jefferson Health system provides students with numerous collaborative opportunities to gain a real-world understanding of health, health care and the impact of population health management and policy.

Jefferson College of Population Health

Connecting Health and Healthcare™

We are the first college of population health established in the United States with an unwavering focus on improving population health in the United States and around the world. We train leaders with the knowledge and skills necessary to transform the delivery of health services by working within and across critical stakeholder groups, including:

- healthcare providers and delivery systems
- health insurance companies and third-party payers
- drug and device manufacturers
- government and other regulators and accreditors
- technology companies
- management consulting firms
- community organizations

To accomplish this, we offer graduate programs in all key areas of population health improvement: applied health economics and outcomes research, health policy and administration, healthcare quality and safety, operational excellence, population health sciences, population health management, and public health. We also publish seminal texts and academic journals that define, sustain, and propel our field. We are heavily engaged with leading firms in population health through consulting, R&D, and thought leadership and we host the largest industry-focused annual conference solely focused on population health improvement.

For more information about the College, visit Jefferson.edu/OpX



Thomas Jefferson
University Hospital

Operational Excellence (OpX)

is the academic and professional field focused on developing and implementing evidence-based performance improvement methodologies needed to promote value and efficiency in healthcare.

OpX professionals lead healthcare transformation by focusing on eliminating waste and improving system performance.

Program Features

- 100% online with no in-person or synchronous learning requirements
- Curriculum designed by and for OpX professionals
- Accelerated 7-week semester format tailored to working professionals
- Courses taught by expert practitioner faculty who bring their extensive real-world experience to the classroom
- Complete a graduate certificate in one year or a master's degree in two years by taking just one course at a time

The paradigm shift from volume to value challenges providers, clinicians, and administrators with providing high quality, safe, and effective care at lower costs. Healthcare cost reductions can be achieved through use of strategic and systematic improvement methods and tools. The Operational Excellence framework, grounded by Lean Thinking and Change Leadership, provides a model for driving improvements and enhancing quality of systems, processes and services.

Program Options

Our OpX program has two degree options: a graduate certificate and a master's degree. All coursework is 100% online and uses an accelerated semester format specifically designed for working professionals. This enables students to focus on building one set of skills at a time, but still graduate at the same pace as traditional graduate degree programs.

GRADUATE CERTIFICATE

The Graduate Certificate focuses on the foundations of OpX. This option contains five online courses and can be completed in one year.

MASTER'S DEGREE

The Master of Science (MS) builds upon the foundational concepts presented in the Graduate Certificate and focuses on the advanced application of OpX concepts necessary for the analysis, management and improvement of processes and the systems that deliver healthcare. This option contains 10 online courses and a capstone project, which is specifically designed to enhance the student's career trajectory. This option can be completed in two years.

Program Audiences

Professionals from all key stakeholder groups in healthcare are engaged in OpX, including:

- Physicians, nurses, pharmacists and other clinicians
- Healthcare administrators
- Health IT specialists and analysts
- Integrated delivery system administrators

Program Outcomes

The OpX program prepares leaders to be effective agents of change within their organizations by equipping them with knowledge and skills to facilitate and lead system and process-level improvements. Graduates will be able to:

GRADUATE CERTIFICATE

- Apply the foundational concepts of quality and safety measurement, improvement and analysis.
- Utilize project management tools and framework to design and implement improvement projects.
- Distinguish the various evaluation methods used to externally and internally assess a healthcare organization's performance.
- Identify and evaluate appropriate healthcare situations to utilize operational excellence tools.

MASTER'S DEGREE (ABOVE PLUS)

- Evaluate the effectiveness of various performance improvement evaluation approaches as well as improvement interventions.
- Integrate quality, safety and transformation/change management tools to promote quality, safety and process efficiency .
- Design and implement operational excellence tools and strategies at a system level.
- Develop systematic approaches to drive broad-impacting improvements across a healthcare organization.

CURRICULUM

GRADUATE CERTIFICATE:

- U.S. HEALTHCARE ORGANIZATION & DELIVERY
- INTRODUCTION TO HEALTHCARE QUALITY & SAFETY
- EVALUATING HEALTHCARE ORGANIZATIONS
- PROJECT MANAGEMENT ESSENTIALS
- ELECTIVE*

MASTER'S DEGREE (ABOVE PLUS):

- EXECUTING LEAN IMPROVEMENTS
- STRATEGIC EXECUTION
- CHANGE MANAGEMENT
- FUNDAMENTALS OF PRACTICE-BASED STATISTICS
- HOSPITAL FINANCE & ACCOUNTING
- CAPSTONE SEMINAR & PROJECT

* Elective not required in master's degree. Go to [Jefferson.edu/OpX](https://jefferson.edu/OpX) for updated program requirements, course descriptions, and available electives.



Dennis Delisle, ScD, FACHE

Assistant Director, Operational Excellence

“Healthcare markets are evolving into value-based, consumer-driven enterprises, requiring new approaches to healthcare delivery. The challenge lies in an organization’s ability to improve at a greater rate than surrounding competitors. The goal is not simply to get better, but rather become the best at getting better. To this end, the Masters in Operational Excellence program is specifically focused on providing health care professionals the skill set and educational background required to drive systematic and sustainable results.”

ADMISSIONS CONSIDERATIONS:

We review applications using a holistic perspective that carefully considers all available information without imposing specific minimums on any individual requirement. In general, we look for:

- A prior GPA of approximately 3.0 or higher in undergraduate or graduate coursework;
- Competitive standardized test scores near or above the 50th percentile (a waiver is available);
- An articulate application essay;
- A resume/CV that demonstrates a trajectory consistent with, or shows promise for, success in the applicant's chosen degree program; and
- Recommendation letters attesting to the applicant's ability to be successful in the program.

Ultimately, we look for applicants who have a passion for the work and the ability to successfully complete the program. Please visit our web site or contact us for more information.

START YOUR APPLICATION:

- Start your application online anytime at [Jefferson.edu/OpX](https://jefferson.edu/OpX)
- No application fee for master's degree programs
- Begin classes in January or September (some availability in May)

QUESTIONS?

Email us at JCPH.Admissions@Jefferson.edu or call us toll-free at **1-888-71-APPLY** (27759)



For more information about the program, please visit [Jefferson.edu/OpX](https://jefferson.edu/OpX)