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Edition
**Lean Hospitals Improving Quality
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Engagement Third Edition**

It has been almost 20 years since the Institute of Medicine released the seminal report titled, Crossing the Quality Chasm. In it, the IoM identified six domains of care quality (safe, timely, effective, efficient, equitable, and patient-centric) and noted a huge gap between the current state and the desired state. Although this report received a great deal of attention, sadly there has been little progress in these areas. In the U.S., healthcare still has huge disparities, is inefficient, and is fragmented with delays in care that are often unsafe. Most U.S. citizens are expected to suffer from a diagnostic error sometime during their lifetime, not receive a large fraction of recommended care, and pay for one of the most expensive systems in the world. Much has been written about quality improvement over the years but many prominent quality and safety experts. Yet progress has been slow. Some have called on the healthcare professions to look outside of healthcare to other industries using examples in nuclear power and airlines for safety, the hotel and entertainment industry for a 'customer' focus, and the automotive industry, particularly Toyota for efficiency (Lean). This book by Dr. Oppenheim on

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Lean healthcare systems engineering (LHSE) is a fresh approach that brings forth concepts that systems engineers have used in huge national defense projects. What's unique in this book is that these powerful system engineering tools are modified to be able to address smaller sized healthcare problems that still involve similar problems in fragmentation and poor communication and coordination. This book is an invaluable reference for a new powerful process named Lean Healthcare Systems Engineering (LHSE) for managing workflow and care improvement projects in all clinical environments. The book applies to ambulatory clinics and hospitals of all types including operating rooms, emergency departments, and ancillary departments, clinical and imaging laboratories, pharmacies, and population health. The book presents a generic rigorous but not mathematical step-by-step process of integrated healthcare, systems engineering and Lean. The book also contains the first major product created with the LHSE process, namely tabularized summaries of representative projects in healthcare delivery applications, called Lean Enablers for Healthcare Projects. Each full-page enabler table lists the challenges and wastes, powerful improvement goals, risks, and expected benefits, and some useful descriptions of the healthcare system of interest. The book provides user-friendly

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solutions to major problems in healthcare delivery operations in all clinical environments, addressing fragmentation, wastes, wrong incentives, ad-hoc and stove-piped management, lack of optimized processes, hierarchy gradient, lack of systems thinking, "blaming and shaming culture", burnout of providers and many others.

This is a book about practicing, learning, and sharing our experiences with the Lean methodology and the Toyota Production System. Doctors don't "implement medicine," they practice medicine. Lawyers don't "implement cases," they practice law. Shouldn't Lean facilitators, consultants, managers, and the like, also "practice Lean?" When most of us start with Lean, the practices and principles are new. We might struggle to make change happen. I know I did. Our initial clumsy efforts hopefully turn into proficiency and mastery over time. We shift from "doing Lean" to "being Lean" and teaching others how to be Lean. This book is a collection of honest and unvarnished first hand stories about learning, failing, and getting better at leading Lean transformation efforts. What mistakes have been made? What are the lessons learned? How do we "Plan, Do, Study, Adjust" our way to more effective Lean transformation models? Proceeds from the book will be donated to the non-profit Louise H. Batz Patient Safety Foundation. Disclosure: Mark Graban is on the board of the Batz Foundation. We have a diverse set of contributors

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who come from various industries - manufacturing, healthcare, software, startups, etc. Authors include:

Mark Graban Author of the books Lean Hospitals and Healthcare Kaizen, blogger at LeanBlog.org

Nick Ruhmann Director of Operational Excellence for Aon National Flood Services, Inc. Michael Lombard Chief Executive Officer of Cornerstone Critical Care Specialty Hospital of Southwest Louisiana Paul Akers President of FastCap, author of 2-Second Lean and Lean Health Jamie Parker 15 years' experience in operations management / leadership in retail, service, and manufacturing Harry Kenworthy Expert in Lean government after a long career in manufacturing Bob Rush Lean Manufacturing Group Leader for Tesla Motors Samuel Selay Continuous Improvement Manager for the Marine Corps at Camp Pendleton David Haigh David works at Johnson & Johnson Canada, the largest consumer healthcare company in Canada Joe Swartz Administrative Director, Business Transformation, Franciscan Alliance, co-author of Healthcare Kaizen Cameron Stark Physician and Lean improvement leader in Scotland Harvey Leach Principal Consultant with The Consultancy Company based near Oxford, England Andy Sheppard Author, The Incredible Transformation of Gregory Todd: a Novel about Leadership and Managing Change Mike Leigh President and Founder of OpX Solutions, LLC and former Lean leader at General Electric Jamie

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Flinchbaugh Lean advisor, speaker, and author, who has advised over 300 companies on their Lean journey
Lesa Nichols Founder, Lesa Nichols Consulting and former Toyota leader
The book also contains relevant posts from Mark Graban's LeanBlog.org.

Healthcare Kaizen focuses on the principles and methods of daily continuous improvement, or Kaizen, for healthcare professionals and organizations. Kaizen is a Japanese word that means "change for the better," as popularized by Masaaki Imai in his 1986 book Kaizen: The Key to Japan's Competitive Success and through the books of Norman Bodek, both o

Organizations around the world are using Lean to redesign care and improve processes in a way that achieves and sustains meaningful results for patients, staff, physicians, and health systems. This book systematically describes how NHS Highland uses Lean principles and mindsets to improve safety, quality, access, and morale while reducing costs, and increasing capacity. Existing books often describe the gains obtained by using Lean methods, but often do not describe the underlying concepts and methods in details. Other books describe continuous improvement work, or specific techniques such as daily management in detail. This book seeks to occupy a middle space by providing an overview of the range of Lean ideas applicable to healthcare

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with sufficient examples and cases studies from NHS Highland and partner organizations so readers can see them in use and practice.

Winner of a 2013 Shingo Research and Professional Publication Award This practical guide for healthcare executives, managers, and frontline workers, provides the means to transform your enterprise into a High-Quality Patient Care Business Delivery System. Designed for continuous reference, its self-contained chapters are divided into three primary sections: Defines what Lean is and includes some interesting history about Lean not found elsewhere. Describes and explains the application of each Lean tool and concept organized in their typical order of use. Explains how to implement Lean in various healthcare processes—providing examples, case studies, and valuable lessons learned This book will help to take you out of your comfort zone and provide you with new ways to extend value to your customers. It drives home the importance of the Lean Six Sigma journey. The pursuit of continuous improvement is a journey with no end.

Consequently, the opportunities are endless as to what you and your organization can accomplish. Forty percent of the authors' profits from this book will be donated to help the homeless through two Baltimore charities. Praise for the book: ... well-timed and highly informative for those committed to creating deep levels of sustainable change in

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healthcare. — Peter B. Angood, MD, FACS, FCCM, Senior Advisor – Patient Safety, in National Quality Forum ... the most practical and healthcare applicable book I have ever read on LEAN thinking and concepts. — Gary Shorb, CEO, Methodist Le Bonheur Healthcare ... well written ... an essential reference in the library of all healthcare leaders interested in performance improvement. — Lee M. Adler, DO, VP, Quality and Safety Innovation & Research, Florida Hospital, Orlando; Associate Professor, University of Central Florida College of Medicine ... a must read for all Leadership involved in healthcare. ... I can see reading this book over and over. — Brigit Zamora, BSN, RN, CPAN, CAPA, Administrative Nurse Manager, Florida Hospital, Orlando

In today's healthcare economy, with reduced reimbursement and closer scrutiny of quality patient care, the concepts and terminology of Lean management are becoming invaluable to nurses, clinicians, administrators, and other healthcare staff involved in improvement. Conversely, a basic grasp of common healthcare terms is essential for process improvement specialists who aren't necessary fluent in healthcare terminology. The Lean Healthcare Dictionary: An Illustrated Guide to Using the Language of Lean Management in Healthcare is designed to bridge the gap between Lean practitioners and healthcare professionals. This

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comprehensive dictionary defines essential Lean and healthcare terms to help create a common language for anyone involved in Lean healthcare improvement activities. Providing quick reference to the language of Lean management in healthcare, the dictionary includes diagrams and charts that illustrate concepts and aid in understanding. Each entry in Part I provides a succinct description of a Lean term as used in a healthcare setting.

Healthcare terms and acronyms that commonly arise in the course of Lean transformations are defined in Part II. The content of this dictionary is firmly rooted in the hands-on experience of Rona Consulting Group, whose principals have designed and led groundbreaking applications of Lean management in emergency rooms, operating rooms, labs, hospitals, and major medical centers.

For decades, the manufacturing industry has employed the Toyota Production System — the most powerful production method in the world — to reduce waste, improve quality, reduce defects and increase worker productivity. In 2001, Virginia Mason Medical Center, an integrated healthcare delivery system in Seattle, Washington set out to achieve its compelling vision to become The Quality Leader and to fulfill that vision, adopted the Toyota Production System as its management method. Winner of a Shingo Research and Professional Publication Award!

Transforming Health Care: Virginia Mason Medical

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Center's Pursuit of the Perfect Patient Experience takes you on the journey of of Virginia Mason Medical Center's pursuit of the perfect patient experience through the application of lean principles, tools, and methodology. The results speak for themselves, including: An innovative patient safety alert system Reduction in professional liability insurance expenses Foundational changes that make it possible for nurses to spend 90% of their time with patients A computerized module that sorts through electronic medical charts and automatically identifies when disease management and preventative testing due Over the last several years Virginia Mason has become internationally known for its journey towards perfection by applying the Toyota Production System to healthcare. The book takes readers step by step through Virginia Mason's journey as it seeks to provide perfection to its customer – the patient. This book shows you how you use this system to transform your own organization.

DELIVER FASTER, BETTER, AND CHEAPER HEALTHCARE IN AS FEW AS FIVE DAYS 4 STAR DOODY'S REVIEW! "The main purpose is to present simple steps to help hospitals start getting faster, better, and cheaper in five days or less while achieving the goal of fast, affordable, and flawless healthcare. Healthcare has many opportunities for improvement and the use of Lean Six Sigma

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concepts can make a dramatic impact. This book provides the basic information to do that."--Doody's Review Service

Lean Six Sigma for Hospitals: Simple Steps to Fast, Affordable, Flawless Healthcare explains how to use tested Lean Six Sigma methods and tools to rapidly improve hospital operations and quality of care and reduce costs. These proven strategies follow the patient from the front door of the hospital or emergency room all the way through discharge, examining key aspects of patient flow and quality. The trail of billing and collections is also followed to discover and eliminate cash flow leaks. This practical guide emphasizes both the clinical and operational sides to reduce the "three demons of quality"--delay, defects, and deviation. Real-world case studies from major hospitals illustrate successful implementations of Lean Six Sigma. Coverage Includes: Achieving a faster, better hospital in five days--emergency department, door-to-balloon time, operating room, medical imaging, lab, nursing unit, clinical staff, pharmacy, order accuracy, diagnosis, ICU Lean for accelerated patient flow Reducing medical errors with Six Sigma Creating a more profitable hospital in five days by reducing denied, rejected, and appealed claims Six Sigma for hospitals Excel power tools for Lean Six Sigma Identifying improvement projects through data mining and analysis Sustaining improvement using control charts Laser-focused

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process innovation Statistical tools for Lean Six Sigma Implementing Lean Six Sigma Simple Steps to Improve Patient Safety, Patient Flow and the Bottom Line A Doody's Core Title for 2020! This thoroughly revised resource shows, step-by-step, how to simplify, streamline, analyze, and optimize healthcare performance using tested Lean Six Sigma and change management techniques. Lean Six Sigma for Hospitals, Second Edition, follows the patient from the front door of the hospital or emergency room all the way through discharge. The book fully explains how to improve operations and quality of care while dramatically reducing costs—often in just five days. Real-world case studies from major healthcare institutions illustrate successful implementations of Lean Six Sigma. Coverage includes:

- Lean Six Sigma for hospitals, emergency departments, operating rooms, medical imaging facilities, nursing units, pharmacies, and ICUs
- Patient flow and quality
- Clinical staff
- Order and claims accuracy
- Billing and collection
- Defect and medical error reduction
- Excel power tools for Lean Six Sigma
- Data mining and analysis
- Process flow charts and control charts
- Laser-focused process innovation
- Statistical tools for Lean Six Sigma
- Planning and implementation

In this book, Dr. Gabow, former CEO of Denver Health of 20 years, teams up with Philip Goodman, a 34-year veteran of Denver Health who directed the

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Lean System group, to share their Lean journey. The Lean Prescription: Powerful Medicine for Our Ailing Healthcare System tells the story of how Dr. Gabow led Denver Health to become the first healthcare organization to be awarded the Shingo Bronze Medallion Prize for Operational Excellence. Detailing the foundational Lean principles, the book provides readers with the benefit of the experience of an integrated healthcare system's successful seven-year Lean journey. This book grew out Gabow's 40 years' experience as a practicing physician, teacher, researcher, and leader of a large, urban public healthcare system. About 10 years into her 20 years as CEO of the healthcare system, she began to look at how one could actually make healthcare work right. After a year of study, she and her team concluded that Lean was exactly what healthcare needed. During the seven-year Lean journey that followed, Denver Health dramatically improved quality of care. Denver Health achieved a reduction of the expected mortality rate to the lowest among the academic health center members of the University Health System Consortium in 2011. The financial results were equally impressive. Denver Health realized almost \$200 million of well-documented, hard financial benefit over seven years. This book provides authoritative guidance on how to effectively implement a Lean transformation in a healthcare system that includes hospitals, HMOs,

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community health centers, call centers, and paramedics. Providing an accessible explanation of the Lean philosophy and tools, the book includes helpful exercises and examples of Lean applications. The book goes beyond the hospital environment to the broader healthcare sector.

Virginia Mason Medical Center (VMMC) was one of the first health care organizations to implement Lean and its methodologies. Other organizations have followed VMMC's lead, but this world class organization still leads in the utilization of innovative Lean tools. *Accelerating Health Care Transformation with Lean and Innovation: The Virginia Mason Experience* describes how VMMC has systematically integrated innovative structures, methods, and cultural practices into its implementation of Lean. Describing how your organization can create a strategy and build a culture of innovation and learning, it supplies concrete examples that show—not just conceptually, but through VMMC's actual experiences—how Lean and innovation can work hand-in-hand to incrementally improve and radically transform your value streams. Explaining how to use the voices and experiences of patients and their families to drive improvement and innovation in new directions, the book supplies a clear understanding of how Lean can help you achieve your goals in today's increasingly demanding marketplace.

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This is a systematic review on how innovations in health service practice and organisation can be disseminated and implemented. This is an academic text, originally commissioned by the Department of Health from University College London and University of Surrey, using a variety of research methods. The results of the review are discussed in detail in separate chapters covering particular innovations and the relevant contexts. The book is intended as a resource for health care researchers and academics.

Utilizing the 3Ms of Process Improvement in Healthcare supplies step-by-step guidance on how to use the 3Ms of change leadership to improve healthcare processes. Complete with forms, templates, and healthcare case studies, it illustrates the proper application of the 3Ms. It weaves stories throughout the book of role models who have succeeded, as w

Quality in a lean health care setting has one ultimate goal-to improve care delivery and value for the patient. The purpose of this book is to provide a blueprint to hospitals, healthcare organizations, leaders, and patient-facing workers with tools, training, and ideas to address quality within their organization. Examples from health care an other industries are provider to illustrate lean methodology and learn their application in quality. The reader can learn how other organizations improve quality, what

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their roles are, and what they do daily. By the end of the book, you will have learned actionable concepts and have the tools and resources to start improving quality.

This book is part of a series of titles that are a spin-off of the Shingo Prize-winning book *Leveraging Lean in Healthcare: Transforming Your Enterprise into a High Quality Patient Care Delivery System*. Each book in the series focuses on a specific aspect of healthcare that has demonstrated significant process and quality improvements after a Lean Organization around the world are using Lean to redesign care and improve processes in a way that achieves and sustains meaningful results for patients, staff, physicians, and health systems. *Lean Hospitals, Third Edition* explains how to use the Lean methodology and mindsets to improve safety, quality, access, and morale while reducing costs, increasing capacity, and strengthening the long-term bottom line. This updated edition of a Shingo Research Award recipient begins with an overview of Lean methods. It explains how Lean practices can help reduce various frustrations for caregivers, prevent delays and harm for patients, and improve the long-term health of your organization. The second edition of this book presented new material on identifying waste, A3 problem solving, engaging employees in continuous improvement, and strategy deployment. This third edition adds new sections on structured Lean problem solving methods (including Toyota Kata), Lean Design, and other topics. Additional examples, case studies, and explanations are also included throughout the book. Mark Graban is also the co-author, with Joe Swartz, of the book *Healthcare Kaizen: Engaging Frontline Staff in Sustainable Continuous Improvements*, which is also a Shingo Research Award recipient. Mark and Joe also wrote *The Executive's Guide to*

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Healthcare Kaizen.

Written by industry professionals: a workplace safety specialist in conjunction with a practicing physician and medical manager. Provides recommendations for assessing hospital safety practices as well as specific suggestions for behavioural interventions. Brings a systematic approach to healthcare safety, identifying common problems through illustrative case studies and offering solutions. Offers several different perspectives including patient safety, doctor safety, and administrator safety.

The Toyota Production System model, or Lean, originated in manufacturing but has since emerged as a powerful tool for providing safe, compassionate, error-free healthcare. This book examines trailblazing work in several organizations that committed to applying Lean principles and processes in a new environment, and it shares the insights of leaders who credit Lean with dramatically improving their operations and outcomes. This book explains what Lean is, how it works, and how it can benefit your organization. The implementation of Lean can increase patient and staff satisfaction; improve patient care; cut waste, clutter, and confusion; eliminate errors that result in patient and staff harm; lower costs; raise profitability; and enhance your operation's reputation. This new edition explores how Lean can transform healthcare at any level. Four new chapters describe the implementation of Lean in the healthcare system of Saskatchewan, Canada--a province that employs more than 40,000 healthcare workers to serve a population of 1.13 million people scattered over 251,900 square miles. The authors share numerous lessons learned from launching such a large-scale improvement effort, addressing such issues as overcoming resistance to change and engaging patients and care providers in the implementation. No organization is too big to tackle a Lean transformation: The bigger the system being improved, the

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target the potential gains. In addition, a new epilogue presents an update on previous cases and shares the perspectives of three leaders looking back on their implementations, considering long-term success, and offering their most seasoned advice. "Today, 14 years into our journey, the answer is still clear. Lean is the management system Virginia Mason needed. We're past the tipping point, and the results continue to be powerful in their positive impact for our patients and staff." --Gary Kaplan, CEO, Virginia Mason Medical Center

Healthcare leaders around the world are facing tough challenges, including the need to deliver better value for patients and payers, which means improving quality while reducing cost. It might seem impossible to do both, but organizations around the world are proving it's possible, through Lean. Health systems are able to enhance all dimensions of patient care, including both safety and service, while creating more engaging and less frustrating workplaces for healthcare professionals and staff... all leading to improved long-term financial performance. Building on the success of the first two editions of this Shingo Prize-Winning book, *Lean Hospitals: Improving Quality, Patient Safety, and Employee Engagement, Third Edition* explains how to use the Lean philosophy and management system to improve safety, quality, access, and morale while reducing costs. Lean healthcare expert Mark Graban examines the challenges facing today's health systems, including rising costs, falling reimbursement rates or budget constraints, employee retention, and harm to patients. The new edition of this international bestseller (translated into eight languages) begins with an overview of Lean methods and mindsets. It explains how engaging staff and leaders in Lean practices such as value stream mapping and process observation can help reduce wasted motion for caregivers, prevent delays for

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patients, and improve the long-term health of your organization. In addition to a new introduction from John Toussaint, this updated edition includes: New and updated material on identifying waste, A3 problem solving, employee idea management, kanban for materials management, and strategy deployment New case studies and examples—including a new 5S case study (Franciscan St. Francis Health) and other case examples highlighting the challenges and successes of an academic medical center and a small urgent access hospital, featuring quotes and stories from executives New examples and updated data throughout, including revised chapters on patient safety and patient flow challenges and the improvements driven by Lean Detailing the mindsets and methods needed for a successful transition to a Lean culture, the book provides the understanding of Lean practices—including value stream mapping, standardized work, error proofing, root cause problem solving, and daily improvement processes—needed to reduce common hospital errors and improve performance in other dimensions. The balanced approach outlined in this book will guide you through the process of improving the quality of care and service while reducing costs in your hospital. *The Lean Certification and Oversight Appeals committee has approved Lean Hospitals as recommended reading for those in pursuit of Lean Bronze Certification from SME, AME, Shingo Prize, and ASQ Every healthcare organization can learn from Seattle Children's continuous improvement process, but this book is not an operator's manual. Instead, it is a challenge to everyone concerned with healthcare to reexamine deeply held assumptions. While it is commonly believed that improved quality, access, and safety, and an improved bottom line are mut

Instead of building new hospitals that import old systems and

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problems, the time has come to reexamine many of our ideas about what a hospital should be. Can a building foster continuous improvement? How can we design it to be flexible and useful well into the future? How can we do more with less? Winner of a 2013 Shingo Prize for Operational Excellence! Answering these questions and more, *Lean-Led Hospital Design: Creating the Efficient Hospital of the Future* explains how hospitals can be built to increase patient safety and reduce wait times while eliminating waste, lowering costs, and easing some of healthcare's most persistent problems. It supplies a simplified timeline of architectural planning—from start to finish—to guide readers through the various stages of the Lean design development philosophy, including Lean architectural design and Lean work design. It includes examples from several real healthcare facility design and construction projects, as well as interviews with hospital leaders and architects. Check out a video of the authors discussing their book, *Lean-Led Hospital Design* at the 2012 Med Assets Healthcare Business Summit.

www.modernhealthcare.com/section/LiveatHBS

Essentials for the Improvement of Healthcare Using Lean & Six Sigma is all about real and immediate quality improvement. Written by D.H. Stamatis, a renowned expert in organizational development and quality, the book addresses concerns that can be ameliorated with minimal government intervention. Detailing immediate paths for improvement fundame

Hospitals have long relied on the heroics of one brilliant nurse or doctor to save the day. Such heroics often result in temporary workarounds and quick fixes that leave not only patients and quality care at risk, but also increase costs. This is the story of an organization breaking that habit. Like a growing number of healthcare organizations around the world, ThedaCare, Inc. has been using lean thinking and the

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principles of the Toyota Production System to improve quality of care, reduce waste, and become more reliable. But lean thinking was incompatible with ThedaCare's old top-down, hero-based system of management. Kim Barnas, former SVP of ThedaCare, shows us how she and her team created a management system that is stable and lean, to spur continuous improvement. Beyond Heroes shows the reader, step by step, how ThedaCare teams developed the system, using the stories of its doctors, nurses and administrators to illustrate. The book explores each of the eight essential components of the lean system, from front-line problem solving with the scientific method to daily team huddles and creating standard work for leaders all the way to the top of an organization. Finally, the author introduces four executives from healthcare systems across North America who have implemented ThedaCare's system and share the lessons they learned along the way. Beyond Heroes is not just a call to action or an argument for a better healthcare system. It is a necessary roadmap through the rocky terrain ahead, one that healthcare leaders can customize to their special needs. This practical, how-to book clearly and succinctly takes the reader through six proven "success steps" for implementing lean in any healthcare environment: 1. Create physician flow 2. Support physician value-added time 3. Visually communicate patient status 4. Standardize everyone's work 5. Lay out the clinic for minimal motion 6. Change the care delivery model Why go through such a transformation? Because it works. Tell a doctor that he can see the same number of patients, offering the same high quality and personal care, and have an extra 90 minutes at the end of his clinic day -- and that means something. Tell the staff that they can look forward to actually ending on time, with satisfied patients, no backlog, and having focused their attention completely on quality patient care -- and they will listen.

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These Lean principles and success steps work in clinics ranging from orthopedics to neurology to cardiac care -- the specialty doesn't matter. They work in small practices and large hospital settings. Lean methodology provides the tools to address the frustrations patients and doctors alike experience in the clinic process. Included throughout the book is a case study showing the lean transformation undertaken at the Orthopedic Center at Children's Hospital of Wisconsin, with numerous quotes and insights from those actually involved. This transformation resulted in patient wait times being reduced by more than 70 percent, the clinic being able to see 25 percent more patients in less space, patient satisfaction scores sometimes reaching 100 percent, and staff satisfaction scores improving by more than 25 percent.

Without a governance structure, IT at many hospitals and healthcare systems is a haphazard endeavor that typically results in late, over-budget projects and, ultimately, disparate systems. *IT Governance in Hospitals and Health Systems* offers a practical "how to" in creating an information technology governance process that ensures the IT projects supporting a hospital or health systems' strategy are completed on-time and on-budget. The authors define and describe IT governance as it is currently practiced in leading healthcare organizations, providing step-by-step guidance of the process to readers can replicate these best practices at their own hospital or health system. The book provides an overview of what IT governance is and why it is important to healthcare organizations. In addition, the book examines keys to IT governance success, as well as common mistakes to avoid; governance processes, workflows and project management; and the important roles that staff, a board of directors and committees play. Special features in the book include case studies from hospitals and health systems that have successfully developed an effective IT governance

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structure for their organization.

This book gives the reader an inside look at creating a new healthcare service using practical examples and scenarios one would face if doing it themselves. This book chronicles the journey of a fictitious healthcare delivery organization using the Simpler Design System principles based on Lean methodologies. While the characters and actual story is fictitious, it is based on the journey many healthcare systems and clients have taken, the issues they have faced, and the successes and failures they've had. Tools and approaches used are based on the actual work of Simpler. The story format engages readers and is intended to motivate and inspire executive teams to use the tenets of the book as a guide to launch their own successful implementation of an idea-to-launch methodology. Tools include those gleaned from actual application of Lean Product Development, Agile, Design for Six Sigma, and Design Thinking Principles. Through engaging storytelling and practical theory, this book is written from the perspective of a physician leader that agrees to be the executive sponsor for a service redesign. As the story progresses, the sponsor becomes fascinated with the process and becomes the first VP of Innovation within his organization.

Revision of: The Six Sigma book for healthcare. c2002.

The essential healthcare guide to doing more with existing resources The healthcare industry faces foundational challenges to how it sustains itself. As the gap between cost and revenue continues to widen, and as cost-effectiveness remains an elusive imperative, the question persists: how can healthcare organizations do more with the same resources? The Hospital and Clinic Improvement Handbook is a practical guide to how operations management -- in particular Lean and the Theory of Constraints (TOC) -- can rapidly advance value and performance in any healthcare organization.

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Utilizing a systems approach that will be relevant for healthcare managers and executives, it unpacks and demystifies concepts such as performance measures, operations, quality, cost accounting, pricing, and value enhancement, all as they relate to eliminating waste and non-value-adding activities. Enriched with dozens of examples and building on the authors' experience teaching and refining these concepts for healthcare, this text is an essential guide for executives and managers across the industry.

This book deals with a hospital's struggle to secure and maintain financial stability. In the story, the leadership team of a fictional hospital adopts the tools and principles associated with the Toyota Production System or Lean. The story takes the reader through leadership's arduous journey from rejecting the methodology to embracing it, to successful implementation. This book is important because many of our nation's hospitals are besieged with financial difficulties with declining reimbursement and the public is losing confidence in our hospital's ability to provide quality care without error. Lean can provide relief from these issues but only if it is properly implemented.

This book is part of a series of titles that are a spin-off of the Shingo Prize-winning book *Leveraging Lean in Healthcare: Transforming Your Enterprise into a High Quality Patient Care Delivery System*. Each book in the series focuses on a specific aspect of healthcare that has demonstrated significant process and quality improvements after a Lean implementation. Lean principles can help medical laboratories drive up efficiencies and quality without increasing costs or compromising quality. *Leveraging Lean in Medical*

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Laboratories: Creating a Cost Effective, Standardized, High Quality, Patient-Focused Operation provides a functional understanding of Lean laboratory processes and quality improvement techniques. This book is an ideal guide for healthcare executives, leaders, process improvement team members, and inquisitive frontline workers who want to implement and leverage Lean in medical laboratories. Supplying detailed descriptions of Lean tools and methodologies, it identifies powerful Lean solutions specific to the needs of the medical laboratory. The first section provides an overview of Lean concepts, tools, methodologies, and applications. The second section focuses on the application of Lean in the laboratory environment. Presenting numerous examples, stories, case studies, and lessons learned, it examines the normal operation of each area in the lab environment and highlights the areas where typical problems occur. Next, it walks readers through various Lean initiatives and demonstrates how Lean tools and concepts have been used to achieve lasting improvements to processes and quality of care. It also supplies actionable blueprints that readers can duplicate or modify for use in their own institutions. Illustrating leadership's role in achieving departmental goals, this book will provide you with a well-rounded understanding of how Lean can be applied to achieve significant improvements throughout the entire continuum of care.

According to Transforming Health Care Scheduling and Access, long waits for treatment are a function of the disjointed manner in which most health systems have evolved to accommodate the needs and the desires of

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doctors and administrators, rather than those of patients. The result is a health care system that deploys its most valuable resource--highly trained personnel--inefficiently, leading to an unnecessary imbalance between the demand for appointments and the supply of open appointments. This study makes the case that by using the techniques of systems engineering, new approaches to management, and increased patient and family involvement, the current health care system can move forward to one with greater focus on the preferences of patients to provide convenient, efficient, and excellent health care without the need for costly investment. Transforming Health Care Scheduling and Access identifies best practices for making significant improvements in access and system-level change. This report makes recommendations for principles and practices to improve access by promoting efficient scheduling. This study will be a valuable resource for practitioners to progress toward a more patient-focused "How can we help you today?" culture.

Lean Hospitals Improving Quality, Patient Safety, and Employee Engagement, Third Edition CRC Press Winner of a 2009 Shingo Research and Professional Publication Prize Drawing on his years of working with hospitals, Mark Graban explains why and how Lean can be used to improve safety, quality, and efficiency in a healthcare setting. After highlighting the benefits of Lean methods for patients, employees, physicians, and the hospital itself, he explains how Lean manufacturing staples such as Value Stream Mapping and process observation can help hospital personnel identify and

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eliminate waste in their own processes — effectively preventing delays for patients, reducing wasted motion for caregivers, and improving the quality of care. Additionally, Graban describes how Standardized Work and error-proofing can prevent common hospital errors and details root cause problem-solving and daily improvement processes that can engage all personnel in systemic improvement. A unique guide for healthcare professionals, Lean Hospitals clearly elaborates the steps they can take to begin the proactive process of Lean implementation. The book has an accompanying website with more information. Mark Graban was quoted in a July 2010 New York Times article about lean hospitals. *Given the increase in candidates from the health services sector, the Lean Certification and Oversight Appeals committee has approved Lean Hospitals by Mark Graban as recommended reading in pursuit of the Lean Bronze Certification exam. Mark Graban speaks about his book on the CRC Press YouTube channel.

Hospitals and health systems are facing many challenges, including shrinking reimbursements and the need to improve patient safety and quality. A growing number of healthcare organizations are turning to the Lean management system as an alternative to traditional cost cutting and layoffs. "Kaizen," which is translated from Japanese as "good change" or "change for the better," is a core pillar of the Lean strategy for today's best healthcare organizations. Kaizen is a powerful approach for creating a continuously learning and continuously improving organizations. A Kaizen culture

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leads to everyday actions that improve patient care and create better workplaces, while improving the organization's long-term bottom line. The Executive Guide to Healthcare Kaizen is the perfect introduction to executives and leaders who want to create and support this culture of continuous improvement. The Executive Guide to Healthcare Kaizen is an introduction to kaizen principles and an overview of the leadership behaviors and mindsets required to create a kaizen culture or a culture of continuous improvement. The book is specifically written for busy C-level executives, vice presidents, directors, and managers who need to understand the power of this methodology. The Executive Guide to Healthcare Kaizen shares real and practical examples and stories from leading healthcare organizations, including Franciscan St. Francis Health System, located in Indiana. Franciscan St. Francis' employees and physicians have implemented and documented 4,000 Kaizen improvements each of the last three years, resulting in millions of dollars in hard savings and softer benefits for patients and staff. Chapters cover topics such as the need for Kaizen, different types of Kaizen (including Rapid Improvement Events and daily Kaizen), creating a Kaizen culture, practical methods for facilitating Kaizen improvements, the role of senior leaders and other leaders in Kaizen, and creating an organization-wide Kaizen program. The book contains a new introduction by Gary Kaplan, MD, CEO of Virginia Mason Medical Center in Seattle, Washington, which was named "Hospital of the Decade" in 2012. The Executive Guide to Healthcare Kaizen is a

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companion book to the larger book Healthcare Kaizen: Engaging Front-Line Staff in Sustainable Continuous Improvements (2012). Healthcare Kaizen is a longer, more complete "how to" guide that includes over 200 full color images, including over 100 real kaizen examples from various health systems around the world.

Healthcare Kaizen was named a recipient of the prestigious Shingo Professional Publication and Research Award. Check out what the experts at the Franciscan St. Francis Health System have to say about Healthcare Kaizen. <http://www.youtube.com/watch?v=XcGmP5gLEPo&feature=c4-overview&list=UU7jiTxn4nkMzOE5eTbf0Upw>

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