

Lean Hospitals Improving Quality Patient Safety And Employee Satisfaction

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 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.

PROVEN STRATEGIES FOR REVOLUTIONIZING HEALTHCARE SYSTEMS "If I had to sum up this book in one word, the word would be "brilliant"! This is one of the most insightful books on TOC, not just for healthcare, that I have ever read." --BOB SPROULL, author of *The Ultimate Improvement Cycle: Maximizing Profits through the Integration of Lean, Six Sigma, and the Theory of Constraints Performance Improvement for Healthcare: Leading Change with Lean, Six Sigma, and Constraints Management* lays out an integrated approach for using three industrially based methods to transform hospital operations in terms of patient outcomes and experience, financial viability, and employee satisfaction. This pioneering guide presents a scalable strategy for managing bottlenecks, eliminating waste, reducing errors, and containing costs in healthcare organizations, as well as sustaining the gains achieved. *Real-world case studies illustrate successful performance improvement implementations that have realized breakthrough operational and financial results. COVERAGE INCLUDES: Constraints Management applications in healthcare The NOVACES SystemCPI--an integrated performance improvement deployment approach Three-part assessment--strategic gap analysis, system-level value stream analysis, and system constraint analysis Planning a performance improvement program deployment to ensure timely and consistent execution Applying the right tool to the right problem from a system perspective Sustaining gains achieved by the performance improvement team Defining a path to self-sufficiency*

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

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 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.

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

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 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*

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. Emergency departments have become notorious for long wait times and questionable quality of care. By adopting Lean manufacturing concepts, hospitals can turn the emergency department into a valuable service for the hospital and the community it serves. Leveraging Lean in the Emergency Department: Creating a Cost Effective, Standardized, High Quality, Patient-Focused Operation supplies a functional understanding of Lean emergency department processes and quality improvement techniques. It is ideal for healthcare executives, leaders, process improvement team members, and inquisitive frontline workers who want to implement and leverage Lean. Supplying detailed descriptions of Lean tools and methodologies, the book identifies powerful Lean solutions specific to the needs of the emergency department. The first section provides an overview of Lean concepts, tools, methodologies, and applications. The second section focuses on the application of Lean in the emergency department within the confines of the hospital or clinic. Presenting numerous examples, stories, case studies, and lessons learned, it examines the normal operation of each area in emergency departments and highlights the areas where typical problems occur. Next, the book 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.

[Quality Management in a Lean Health Care Environment](#)

[Applying Lean in Health and Social Care Services](#)

[A Lean Guide to Transforming Healthcare](#)

[Lean Daily Management for Healthcare](#)

[Applying Quality Methodologies to Improve Healthcare](#)

[A Senior Leader Guide to Improving Cost and Throughput](#)

[Taking Improvement from the Assembly Line to Healthcare](#)

[Improving Quality, Patient Safety, and Employee Engagement, Third Edition](#)

[The Lean Healthcare Dictionary](#)

[A Business Novel on How a Hospital Restored Quality Patient Care and Obtained Financial Stability Using Lean](#)

[Driving Culture Change to Increase Value, Second Edition](#)

[Increase Efficiency and Improve Quality with Lean](#)

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 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

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 structure for their organization.

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. 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 Healthcare Kaizen.

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 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 process innovation Statistical tools for Lean Six Sigma Implementing Lean Six Sigma

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

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 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.

Best Practices for Achieving the Full Benefits of Lean in Healthcare A Doody's Core Title for 2017! Lean Healthcare Deployment and Sustainability reveals how to successfully implement Lean methodologies in a hospital, physician practice, long-termcare facility, or other healthcare setting. This strategic guide provides an organizational infrastructure and systematic approach for transforming a healthcare system into a Lean enterprise and lays out a detailed roadmap that describes the processes and tools required for implementation. The book introduces the concept of Healing Pathways, which are defined as value streams through which patients flow. This innovation enhances Lean implementation in healthcare by providing explicit recognition and improvement of the patient experience. Case studies and examples demonstrate practical applications of the concepts presented.

Proven methods for sustaining Lean gains are also included. The prescriptive information in this comprehensive resource will enable you and your team to work together to achieve Lean enterprise goals and improve patient care, patient satisfaction, productivity, operational performance, and physician and team member satisfaction. Learn how to: Make the business case for Lean in healthcare Engage the senior leadership team Prepare for the Lean transformation process Plan and conduct a Lean transformation summit Ensure enterprise transformation results Standardize best practices Ensure Healing Pathway transformation results Implement Just Do It actions, Rapid Improvement Events, and Projects Use Lean to execute strategic and emerging operational objectives

[Lean-Led Hospital Design](#)

[The Definitive Guide to Emergency Department Operational Improvement](#)

[Employing Lean Principles with Current ED Best Practices to Create the " No Wait " Department, Second Edition](#)

[Perfecting Patient Journeys](#)

[Driving Culture Change to Increase Value](#)

[Leveraging Lean in Medical Laboratories](#)

[Transforming Your Enterprise into a High Quality Patient Care Delivery System](#)

[Rethinking Lean in Healthcare](#)

[Improving Quality, Patient Safety, and Employee Engagement, Second Edition](#)

[The Lean Prescription](#)

[Healthcare Kaizen](#)

[Improving Quality and the Patient Experience at NHS Highland](#)

This book reveals and describes the leadership and culture change required to remove waste from healthcare processes and eliminate the root cause of soaring costs, poor quality and safety, and limited access. The book's delivery strategy revolves around personal and organizational stories and case studies told by physician and administrative leaders, all students of the Toyota Production System. This revised edition uniquely blends updated case studies with practical theory to describe how the healthcare value proposition can be changed by reducing waste, variation and complexity in healthcare. New to the book are chapters on clinical standard work and integration of lean and safety.

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.

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 of whom you likely don't need any more tools, programs, or workshops to improve your hospital. What you need is a simple and consistent approach to manage problem-solving. Filling this need, this book presents a Lean management system that can help break down barriers between staff, directors, and administration and empower front-line staff to resolve their own problems. Lean Daily Management for Healthcare: A Strategic Guide to Implementing Lean for Hospital Leaders provides practical, step-by-step guidance on how to roll out Lean daily management in a hospital setting. Ideal for leaders that may feel lost in the transition process, the book supplies a roadmap to help you identify where your hospital currently is in its Lean process, where it's headed, and how your role will change as you evolve into a Lean leader. Illustrating the entire process of implementing Lean daily management, the book breaks down the cultural progression of units into discreet, objectively measurable phases. It identifies what leaders at all levels of the organization must do to progress units into the next phase of development. Complete with case studies from different service areas in the hospital, the book explains how to link problem-solving boards together to achieve meaningful and measurable improvements in: the emergency department, the operating room, discharge times, clinics, quality, and patient satisfaction. After reading this book you will understand how consistent rounding, a few whiteboards, pen-and-paper data, and a focused effort on working the Plan-Do-Study-Act cycle can help you build a common problem-solving bench strength throughout your organization—establishing the framework upon which future improvement can be built.

Many companies conduct Lean training and projects, but few have tapped the wealth of ideas in the minds of their staff like Baylor Scott and White Health. This book documents the path Steve

Hoefl and Robert Pryor created at Baylor Scott and White Health and shares what worked as well as what didn't illustrating over seven years of successes and failures. Is Lean a fit for your healthcare organization? Various methodologies can be used to help organizations achieve their objectives depending on their criteria: lowest risk of failure, fast to resolution, or lowest cost for deployment. But what every organization should consider is which methodology will have the greatest impact. Lean, a systematic approach to understanding and optimizing processes, may be the fit for your organization. Learn more in this new IBM® Redpaper™ publication, A Guide to Lean Healthcare Workflows, by Jerry Green and Amy Valentini of Phytel (An IBM Company). The paper delves into the five steps of Lean: Define value from the patient's perspective Map the value stream, and identify issues and constraints Remove waste, and make the value flow without interruption Implement the solution, and allow patients to pull value Maintain the gain, and pursue perfection It describes each step in-depth and includes techniques, example worksheets, and materials that can be used during the overall analysis and implementation process. And it provides insights that are derived from the real-world experience of the authors. This paper is intended to serve as a guide for readers during a process-improvement project and is not necessarily intended to be read end-to-end in one sitting. It is written primarily for clinical practitioners to use as a step-by-step guide to lean out clinical workflows without having to rely on complex statistical hypothesis-testing tools. This guide can also be used by clinical or nonclinical practitioners in non-patient-centered workflows. The steps are based on a universal Lean language that uses industry-standard terms and techniques and, therefore, can be applied to almost any process.

According to a report by the Institute of Medicine, up to 98,000 deaths per year occur in U.S. hospitals as a result of adverse events. In other words, errors in hospitals cause more annual deaths than car accidents, breast cancer, or AIDS. With the healthcare system in such critical condition, Lean is the best possible treatment. Winner of a 2013 S

- [Improving Quality, Patient Safety, and Employee Satisfaction](#)
- [Utilizing the 3Ms of Process Improvement in Healthcare](#)
- [How to Implement Lean Principles in Hospitals, Medical Offices, Clinics, and Other Healthcare Organizations](#)
- [The Toyota Way to Healthcare Excellence](#)
- [The Power of Ideas to Transform Healthcare](#)
- [Creating a Cost Effective, Standardized, High Quality, Patient-Focused Operation](#)
- [Six Sigma, Lean Thinking, Balanced Scorecard, and More](#)
- [A Strategic Guide to Implementing Lean for Hospital Leaders](#)
- [Improving Patient Safety and Outcomes with Six Sigma](#)
- [Lean Thinking for Healthcare](#)
- [Lean Healthcare Deployment and Sustainability](#)
- [Essentials for the Improvement of Healthcare Using Lean & Six Sigma](#)

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 larger 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

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

A growing, aging population; the rise to epidemic proportions of various chronic diseases; competing, often overlapping medical technologies; and of course, skyrocketing costs compounded by waste and inefficiency - these are just a few of the multifarious challenges currently facing healthcare delivery. An unexpected source of solutions is being imported from the manufacturing sector: lean thinking. Lean Principles for Healthcare presents a conceptual framework, management principles, and practical tools for professionals tasked with designing and implementing modern, streamlined healthcare systems or overhauling faulty ones. Focusing on core components such as knowledge management, e-health, patient-centeredness, and collaborative care, chapters illustrate lean concepts in action across specialties (as diverse as nursing, urology, and emergency care) and around the globe. Extended case examples show health systems responding to consumer needs and provider realities with equal efficiency and effectiveness, and improved quality and patient outcomes. Further, contributors tackle the gamut of technological, medical, cultural, and business issues, among them: Initiatives of service-oriented architecture towards performance improvement Adapted lean thinking for emergency departments Lean thinking in dementia care through smart assistive technology Supporting preventive healthcare with persuasive services Value stream mapping for lean healthcare A technology mediated solution to reduce healthcare disparities Geared toward both how lean ideas can be carried out and how they are being used successfully in the real world, Lean Principles for Healthcare not only brings expert knowledge to healthcare managers and health services researchers but to all who have an interest in superior healthcare delivery.

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 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 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
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

This book is an implementation manual for lean tools and principles in a healthcare environment. Lean is a growth strategy, a survival strategy, and an improvement strategy. The goal of lean is, first and foremost, to provide value to the patient/customer, and in so doing eliminate the delays, overcrowding, and frustration associated with the existing care delivery system. Lean creates a better working environment where what is supposed to happen does happen. On time, every time. It allows clinicians to spend more of their time caring for patients and improves the quality of care these patients receive. A lean organization values its employees and encourages their involvement in organizational initiatives which, in turn, sustains hospital-wide quality improvements. The opportunities for lean in healthcare are limitless. This is not a book to be read and forgotten, nor is it meant to sit on a book shelf as another addition to an impressive but underutilized collection of how-to books. As the name implies, it is a guide; a companion to be referenced again and again as the organization moves forward with its lean transformation.

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 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.

- [An Illustrated Guide to Using the Language of Lean Management in Healthcare](#)
- [Improving Patient Safety, Quality, and Satisfaction While Building Problem-solving Skills](#)
- [Creating the Efficient Hospital of the Future](#)
- [Lean Six Sigma for Hospitals: Improving Patient Safety, Patient Flow and the Bottom Line, Second Edition](#)
- [Engaging Front-Line Staff in Sustainable Continuous Improvements](#)
- [Leading the Lean Healthcare Journey](#)
- [High-reliability Healthcare](#)
- [Leadership for a Continuously Learning and Improving Organization](#)
- [Lean Design in Healthcare](#)
- [A Guide to Lean Healthcare Workflows](#)
- [The Application of Lean within the Healthcare Industry](#)
- [IT Governance in Hospitals and Health Systems](#)

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 revised and updated book explores the academics behind managing the complex service environment that is the Emergency Department (ED) by combining applied management science and practical experiences to create a model of how to improve operations. This book offers a presentation of Lean tools used in the ED along with basic and advanced flow principles. It then shows how these concepts are applied and why they work, supported by case studies in which Lean principles were used to transform an underperforming ED into a world-class operation. After reviewing best practices, the authors explain how to achieve excellence by discussing the elements of creating a culture of change.

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—including emergency departments, medical laboratories, outpatient clinics, ancillary services, and surgical services—that has demonstrated significant process and quality improvements after a Lean implementation. Because ambulatory care settings play a significant role in the healthcare delivery system, it is important to understand how Lean concepts and tools can be used to deliver high-quality, cost-effective care. Leveraging Lean in Outpatient Clinics: Creating a Cost Effective, Standardized, High Quality, Patient-Focused Operation provides a functional understanding of Lean processes and quality improvement techniques in an outpatient clinic environment. 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 outpatient clinical settings. Supplying detailed descriptions of Lean tools and methodologies, it identifies powerful Lean solutions specific to the needs of outpatient facilities. The first section provides an overview of Lean concepts, tools, methodologies, and applications. The second section focuses on the application of Lean in the outpatient clinic environment. It presents illustrative examples of Lean deployments in primary care, GI, and preadmission testing clinics. The examples provide broad content which can be readily transferable to other outpatient clinic settings. 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 complete continuum of care.

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

Instead of building new hospitals that import old systems and 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 Excell

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 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, 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.

- [Leveraging Lean in Outpatient Clinics](#)
- [Lean Six Sigma for Hospitals: Simple Steps to Fast, Affordable, and Flawless Healthcare](#)
- [Lean Hospitals](#)
- [The Executive Guide to Healthcare Kaizen](#)
- [A Roadmap to High Reliability Using Lean, Six Sigma, and Change Leadership](#)
- [Leveraging Lean in Healthcare](#)
- [Lean-Six Sigma for Healthcare](#)
- [Performance Improvement for Healthcare: Leading Change with Lean, Six Sigma, and Constraints Management](#)
- [A Journey to Improve Quality and Process of Care](#)
- [Engaging Staff by Building Daily Lean Management Systems](#)
- [Leveraging Lean in the Emergency Department](#)
- [Powerful Medicine for Our Ailing Healthcare System](#)