

A Lean Guide to Transforming Healthcare: How to Implement Lean Principles in Hospitals, Medical Offices, Clinics, and Other Healthcare Organizations

Well-researched and well-written, A Lean Guide to Transforming Healthcare demonstrates the application of lean principles to the current healthcare environment. Offering a practical and sound understanding of the concepts and application for lean and the principles of Six Sigma melded with an insider's familiarity with healthcare delivery, the guide is designed for hands-on use. Applied properly, the defined practices will help eliminate the delays, overcrowding, and frustration associated with the existing care delivery system. It will allow clinicians to spend more of their time caring for patients and improve the quality of care these patients receive.

Lean Guide To Transforming Healthcare

Thomas G. Zidel



Lean Guide To Transforming Healthcare:

A Lean Guide to Transforming Healthcare Tom Zidel, 2006-09-01 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

A Lean Guide to Transforming Healthcare Thomas G. Zidel, 2006 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 patient

Rethinking Lean in Healthcare Thomas G. Zidel, 2016-08-05 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

The Lean Doctors Workbook Aneesh Suneja, Carolyn Suneja, 2010-11-19 The content of this workbook is based on the book *Lean Doctors A Bold and Practical Guide to Transforming Healthcare Systems One Doctor at a Time* and on the authors years of transforming care delivery systems with lean The Six Success Steps discussed in the book are presented here with a focus on implementing them to achieve dramatic and sustainable change The Success Steps are building blocks the order in which you apply them matters They are presented here in an order that has worked in the real world working through them logically will help you on the path to successful implementation Each Success Step includes a practical explanation of the theory and maps that illustrate how that particular step impacts the care process in the context of a detailed case study The authors use several Lean mapping tools including lean process maps spaghetti diagrams and

swim lane diagrams In addition to illustrating lean concepts and their application in the context of a case study discussed throughout the book these maps provide instructive examples that can help you create similar maps for the processes you operate With its interactive format and step by step design this workbook is ideal for use in the classroom to teach Lean principles or with a lean project team to guide a clinical implementation Together with Lean Doctors this workbook will help the student of lean or the lean project team learn and apply a complete lean system in a healthcare setting

The Lean Healthcare Dictionary Rona Consulting Group,2017-07-27 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 ground breaking applications of Lean management in emergency rooms operating rooms labs hospitals and major medical centers

Lean Doctors Aneesh Suneja,Carolyn Suneja,2010-01-01 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 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

Lean Six Sigma for Healthcare Chip Caldwell,Greg Butler,Nancy Poston,2008-12-05 This book s unique focus on the role of healthcare leaders and the lessons learned were uncovered during the authors research of over 200 U S hospitals performance It was written specifically for CEOs the C Suite and senior leaders who desire to harness the power of Lean Six Sigma as their major strategic weapon for progress as well as those charged to coach them It is intended for those organizations that operate active Lean Six Sigma initiatives but have yet to successfully attack high leverage processes like In Quality Staffing and recovering significant Cost of Quality from throughput improvements It is also intended for senior leaders who have yet to tackle Lean Six Sigma as their major organization wide strategic weapon However it is also a must read for managers at all levels quality professionals and Lean Six Sigma Black Belts who desire to aid in assuring that their organizations improvement efforts attack strategically versus the all to common tactical project by project approach that suboptimizes the power of Lean Six Sigma Further the book and supporting website is full of electronic checklists tools templates suggestions for additional reading and many recommended 1 hour and 2 hour learning sessions for senior leaders and managers The changes in this second edition include the following Many more examples of In Quality Staffing a healthcare translation of one of the seven categories of Lean waste found in the Toyota Production System and one of the most powerful concepts applicable to healthcare This concept has been described as the language of nursing versus a more manufacturing speak described in other leading Lean Six Sigma books Expanded dialogue of the role of Lean in healthcare Additional embedded case examples

Establishing a Culture of Patient Safety Judith A. Pauley,Joseph F. Pauley,2012-01-01 The purpose of this book is to provide a road map to help healthcare professionals establish a culture of patient safety in their facilities and practices provide high quality healthcare and increase patient and staff satisfaction by improving communication among staff members and between medical staff and patients It achieves this by describing what each of six types of people will do in distress by providing strategies that will allow healthcare professionals to deal more effectively with staff members and patients in distress and by showing healthcare professionals how to keep themselves out of distress by getting their motivational needs met positively every day The concepts described in this book are scientifically based and have withstood more than 40 years of scrutiny and scientific inquiry They were first used as a clinical model to help patients help themselves and indeed are still used clinically The originator of the concepts Dr Taibi Kahler is an internationally recognized clinical psychologist who was awarded the 1977 Eric Berne Memorial Scientific Award for the clinical application of a discovery he made in 1971 That discovery enabled clinicians to shorten significantly the treatment time of patients by reducing their resistance as a result of miscommunication between their doctors and themselves

Journey to Excellence Kathleen Jennison Goonan,Joseph A. Muzikowski,Patricia K. Stoltz,2009-11-14 This book is based on several years study of the nine Baldrige Award winners from health care It describes how these organizations approached

their Baldrige journey and what other health care leaders should do to reap similar benefits To fully understand the journey for these nine organizations and their return on investment the authors studied each of their 50 page award applications presentations at national and regional meetings and other publications by or about them Additionally and most importantly CEOs and other senior leaders were interviewed at length The questions asked of these leaders followed three basic themes How did you successfully use the Baldrige framework to drive improvement What would you recommend other organizations do to gain the value you have from a Baldrige journey What can we learn from you that would help other organizations manage their improvement journeys to maximize the value they gain Health reform is making it clear healthcare organizations improving to great clinical financial and experience outcomes will win and thrive for the communities they serve Yet research teaches us that most change fails Journey to Excellence through brutal truth inspirational storytelling courageous journeys disciplined research and sustained results shows us the way the very hard way as well as the awesome possibility Jim Conway SVP Institute for Healthcare Improvement W Edwards Deming spoke of consistent business driving quality as arising from a system of production At best health care delivery in most places today is bubbling chaos The Malcolm Baldrige Quality Award supplies the only practical comprehensive outline for health care as a system of production in existence today It s about time that health care leaders had a comprehensive guide Taught by experts this volume is drawn from careful analysis of those who have succeeded You hold the future in your hands at least for those who will not only survive but thrive in the coming turmoil of health care reform Brent James MD Intermountain Health Care Journey to Excellence is an insightful synthesis of the powerful Baldrige framework and the real life journeys of the healthcare award winners Their stories will deepen understanding both for those new to and experienced with the Baldrige Criteria This book is a major contribution to achieving healthcare excellence Louise Liang MD Former Chair Institute for Healthcare Improvement Most healthcare organizations are currently in a purely reactive mode just struggling to get through the day and the fiscal year collecting the data that they are required to report and responding to crises In Journey to Excellence Goonan and her co authors show healthcare leaders how to take control of the agenda The Baldrige Criteria define the journey that can help organizations approach greatness and the authors LASER set of behaviors describes what they need to pack for the trip Tom Lee MD Network President Partners Healthcare System Journey to Excellence provides a concrete framework for leaders seeking to improve their organizational performance Health care organizations are likely to face increasing pressure to improve quality and reduce cost in the coming years Goonan Muzikowski and Stoltz offer a strategic roadmap for a successful transformational change This book contains real life stories of leaders who used Baldrige to successfully transform their organizations into high performance enterprises Vinod K Sahney Chief Strategy Officer Blue Cross Blue Shield of Massachusetts

Lean Healthcare Dennis R. Delisle, 2020-12-01 Lean healthcare is not about being better but rather becoming the best at getting better Today s challenge in the healthcare environment is your ability to

improve at a greater rate than surrounding competitors This book focuses on the model strategy and lessons learned in implementing lean thinking in a practical way Using real world case studies the book provides approaches and tools to facilitate rapid improvements along with a bonus section on pandemic preparedness By following this accessible user friendly guide you can achieve meaningful results right away Dr Dennis R Delisle currently serves as the Executive Director for The Ohio State University Wexner Medical Center s flagship University Hospital Through the Thomas Jefferson University College of Population Health Dennis founded and oversees the Master of Science degree program in Operational Excellence one of the first of its kind in the nation He is the author of two books about streamlining and transforming healthcare *Using ISO 9001 in Healthcare* James M. Levett,Robert G. Burney,2014-05-09 ISO 9001 offers an orderly disciplined approach to managing a healthcare organization When applied conscientiously an ISO management system will provide a framework for improvement efforts and the discipline to demonstrate outcomes A lot has changed since the first edition of this book was published in June of 2011 Most notably the Affordable Care Act ACA was passed and is being implemented throughout the country Although the long term effects of the ACA will not be determined for several years it is clear that most Americans will be affected in some way and that the provider and payer communities are undergoing rapid changes Even amongst all this uncertainty the challenges faced by provider organizations can be dealt with most effectively by using an ISO 9001 quality management system Each of the authors in this book has instituted ISO 9001 2008 as a management system one in a multi specialty group practice the other in a global government healthcare system Their reasons were different but in both cases they established a management system that could respond to diverse needs without adding expenses to their organizations **Quality Function Deployment and Lean Six Sigma Applications in Public Health** Grace L. Duffy,John W. Moran,2010-01-27 The public health industry has recognized the value of continuous improvement Quality Improvement QI teams are engaged across the country in identifying root causes of the issues which prevent us from providing the best public health services to communities and individuals The tools of quality when used effectively will truly make a difference in the public s health It is time to take a more advanced approach for cross functional and long term improvements that will achieve the systems level results the public deserves The purpose of this book is to introduce the concepts embedded in Quality Function Deployment QFD and Lean Six Sigma to help Public Health professionals in their implementation of quality improvement within their agencies The tools and techniques of QFD and Lean Six Sigma can help problem solving teams by providing insight into customer needs and wants the design and development of customer centric processes and mapping value streams Both QFD and Lean Six Sigma focus on doing the most with the resources we have The methods in this text are the next step to harness the energy enthusiasm hard work and dedication of our public health workforce to make a lasting difference By effectively expanding the use of QI tools and techniques we can and will improve our nation s health and the health of the many communities we serve The Definitive Guide to Emergency Department

Operational Improvement Jody Crane, MD, MBA, Chuck Noon, PhD, 2019-11-25 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 **Emergency Management for Healthcare**

Norman Ferrier, 2022-07-13 This series of books focuses on highly specialized Emergency Management arrangements for healthcare facilities and organizations It is designed to assist any healthcare executive with a body of knowledge which permits a transition into the application of emergency management planning and procedures for healthcare facilities and organizations This series is intended for both experienced practitioners of both healthcare management and emergency management and also for students of these two disciplines Root Cause Analysis and Improvement in the Healthcare

Sector Bjørn Andersen, Marti Beltz, 2009-11-09 Healthcare organizations and professionals have long needed a straightforward workbook to facilitate the process of root cause analysis RCA While other industries employ the RCA tools liberally and train facilitators thoroughly healthcare has lagged in establishing and resourcing a quality culture Presently a growing number of third party stakeholders are holding access to accreditation and reimbursement pending demonstration of a full response to events outside of expected practice An increasing number of exceptions to healthcare practice have precipitated a strong response advocating the use of proven quality tools in the industry In addition the industry has now expanded its scope beyond the hospital walls to many ancillary healthcare facilities with little experience in implementing quality tools This book responds to the demand for a RCA workbook written specifically for healthcare yet still broad in its definition of the industry This book contains everything that the typical RCA leader in healthcare requires A text specific to healthcare but using the broadest definition of the industry to include not only acute care hospitals but rehabilitation facilities long term care facilities outpatient surgery centers ambulatory services and general office practices A workbook style format that walks through the process step by step Straightforward text without sidebars tables and tips Worksheets are provided at the end of the book to reduce reader distraction within the text A wide range of real world examples Format for use by the most naive of users and most basic of processes as well as a separate section for more advanced users or more complex issues Templates both print and electronic included for the reader s use Ready to use educational materials with scripting to enable the user to train others and garner support for the use of the techniques Background text for users in leadership to understand the tools in the larger context of healthcare improvement Up to date information on the latest in the use of RCA in satisfying mandatory reporting requirements and slaying the myth that the process is onerous and fraught with

barriers Background text and tools process are separated to facilitate the readers specific needs Healthcare leaders can appreciate the current context and requirements without wading through the actual techniques end users can begin learning the skills without wading through dense administrative text Language and tone promoting the use of the tools for improvement of processes that have experienced exceptions as opposed to assigning blame for errors Attention to process ownership training and resourcing And most importantly thorough description of the improvement process as well as the analysis

The Quality Improvement Challenge Richard J. Banchs, Michael R. Pop, 2021-04-19 Efforts to improve the quality of healthcare have failed to achieve a meaningful and sustainable improvement Patients continue to experience fragmented inconvenient and unsafe care while providers are increasingly becoming overburdened with administrative tasks The need for change is clear Healthcare professionals need to take on new leadership roles in quality improvement QI projects to effect real change The Quality Improvement Challenge in Healthcare equips readers with the skills and knowledge required to develop and implement successful operational improvement initiatives Designed for healthcare providers seeking to apply QI in practice this valuable resource delivers step by step guidance on improvement methodology team dynamics and organizational change management in the context of real world healthcare environments The text integrates the principles and practices of Lean Six Sigma human centered design and neurosciences to present a field tested framework Detailed yet accessible chapters cover topics including identifying and prioritizing the problem developing improvement ideas defining the scope of the project organizing the QI team implementing and sustaining the improvement and much more Clearly explaining each step of the improvement process this practical guide Presents the material in a logical sequence gradually introducing each step of the process with clearly defined workflow templates Features a wealth of examples demonstrating QI application and case studies emphasizing key concepts to highlight successful and unsuccessful improvement initiatives Includes end of chapter exercises and review questions for assessing and reinforcing comprehension Offers practical tips and advice on communicating effectively leading a team meeting conducting a tollgate review and motivating people to change Leading QI projects requires a specific set of skills not taught in medical school The Quality Improvement Challenge in Healthcare bridges this gap for experienced and trainee healthcare providers and serves as an important reference for residency program directors physician educators healthcare leaders and health related professional organizations

The Executive Guide to Healthcare Kaizen Mark Graban, Joseph E. Swartz, 2017-07-27 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

Lean Manufacturing , A Socio-cultural Perspective on Patient Safety Justin Waring, 2017-11-01 This edited volume of original chapters brings together researchers from around the world who are exploring the facets of health care organization and delivery that are

sometimes marginal to mainstream patient safety theories and methodologies but offer important insights into the socio cultural and organizational context of patient safety By examining these critical insights or perspectives and drawing upon theories and methodologies often neglected by mainstream safety researchers this collection shows we can learn more about not only the barriers and drivers to implementing patient safety programmes but also about the more fundamental issues that shape notions of safety alternate strategies for enhancing safety and the wider implications of the safety agenda on the future of health care delivery In so doing A Socio cultural Perspective on Patient Safety challenges the taken for granted assumptions around fundamental philosophical and political issues upon which mainstream orthodoxy relies The book draws upon a range of theoretical and empirical approaches from across the social sciences to investigate and question the patient safety movement Each chapter takes as its focus and question a particular aspect of the patient safety reforms from its policy context and theoretical foundations to its practical application and manifestation in clinical practice whilst also considering the wider implications for the organization and delivery of health care services Accordingly the chapters each draw upon a distinct theoretical or methodological approach to critically explore specific dimensions of the patient safety agenda Taken as a whole the collection advances a strong coherent argument that is much needed to counter some of the uncritical assumptions that need to be described and analyzed if patient safety is indeed to be achieved

Emergency Department Leadership and Management Stephanie Kayden, Philip D. Anderson, Robert Freitas, Elke Platz, 2014-11-27 Emergency departments around the world may differ but many of the problems they face are the same Written by an international panel of experienced emergency department leaders Emergency Department Leadership and Management provides the latest knowledge and advice to improve your personal leadership skills The book will assist emergency department leaders in overcoming common management and operational problems including overcrowding risk management implementing the right triage system electronic and IT solutions improving clinical teamwork education of emergency department staff improving patient flow care pathways and leading during times of change Example cases are included to allow leaders to compare common cases to the problems which they face in their own departments Information on designing emergency medicine specialty residency programs is also provided It is the official text of the International Emergency Department Leadership Institute IEDLI and has been endorsed by the International Federation for Emergency Medicine IFEM

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