

Healthcare Kaizen: Engaging Front-Line Staff in Sustainable Continuous Improvements

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HEALTHCARE KAIZEN

Engaging Front-Line Staff in Sustainable Continuous Improvements



Mark Graban and Joseph E. Swartz

Foreword by Masaaki Imai,
Author of *KAIZEN: The Key
to Japan's Competitive Success*

Introduction by Norman Bodek,
Author of *How to Do Kaizen*



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Healthcare Kaizen Engaging Front Line Staff In Sustainable Continuous Improvements

Mark Graban, Joseph E. Swartz



Healthcare Kaizen Engaging Front Line Staff In Sustainable Continuous Improvements:

Healthcare Kaizen Mark Graban, Joseph E. Swartz, 2018-06-08 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 contributed introductory material for this book Winner of a 2013 Shingo Research and Professional Publication Award In 1989 Dr Donald M Berwick founder of the Institute for Healthcare Improvement and former administrator of the Centers for Medicare Medicaid Services endorsed the principles of Kaizen in the New England Journal of Medicine describing it as the continuous search for opportunities for all processes to get better This book shows how to make this goal a reality Healthcare Kaizen shares some of the methods used by numerous hospitals around the world including Franciscan St Francis Health where co author Joe Swartz has led these efforts Most importantly the book covers the management mindsets and philosophies required to make Kaizen work effectively in a hospital department or as an organization wide program All of the examples in the book were shared by leading healthcare organizations with over 200 full color pictures and visual illustrations of Kaizen based improvements that were initiated by nurses physicians housekeepers senior executives and other staff members at all levels Healthcare Kaizen will be helpful for organizations that have embraced weeklong improvement events but now want to follow the lead of ThedaCare Virginia Mason Medical Center and others who have moved beyond just doing events into a more complete management system based on Lean or the Toyota Production System

Healthcare Kaizen Mark Graban, Joseph Swartz, 2012 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 contributed introductory material for this book Winner of a 2013 Shingo Research and Professional Publication Award In 1989 Dr Donald M Berwick founder of the Institute for Healthcare Improvement and former administrator of the Centers for Medicare Medicaid Services endorsed the principles of Kaizen in the New England Journal of Medicine describing it as the continuous search for opportunities for all processes to get better This book shows how to make this goal a reality Healthcare Kaizen shares some of the methods used by numerous hospitals around the world including Franciscan St Francis Health where co author Joe Swartz has led these efforts Most importantly the book covers the management mindsets and philosophies required to make Kaizen work effectively in a hospital department or as an organization wide program All of the examples in the book were shared by leading healthcare organizations with over 200 full color pictures and visual illustrations of Kaizen based improvements that were initiated by nurses physicians housekeepers senior executives and other staff members at all levels Healthcare Kaizen will be helpful for organizations that have embraced weeklong improvement events but now want to

follow the lead of ThedaCare Virginia Mason Medical Center and others who have moved beyond just doing events into a more complete management system based on Lean or the Toyota Production System It is often said without much reflection that people hate change The experiences shared in this book prove that people actually love change when they are fully engaged in the process get to make improvements that improve patient care and make their day less frustrating and when they don't fear being laid off as a result of their improvements Mark Graban explains why his new book Healthcare Kaizen is a great resource for healthcare organizations looking to make improvements on the frontlines www.youtube.com/watch?v=l4JdaH03Dbo feature youtube Check out a recent entry about this book on the Virginia Mason Medical Center Blog Could this new book help drive your Lean? *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 **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 **Management Innovations for Healthcare Organizations** Anders Örtengren, Carina Abrahamson, Rod Sheaff, 2015-11-19 Innovations in management are becoming more numerous and diverse and are appearing in organizations providing many different kinds of products and services The purpose of this book is to examine whether some widely promoted examples of these management innovations ranging from techniques such as Kaizen to styles of leadership and the management of learning can usefully be applied to organizations which provide healthcare and applied in different kinds of health systems *Management Innovations for Healthcare Organizations* is distinctive in selecting a wide and diverse range and selection of managerial innovations to examine No less distinctively it makes an adaptive critical scrutiny of these innovations Neither evangelist nor nihilist the book instead considers how these innovations might be adapted for the specific task of providing healthcare Where evidence on these points is available the book outlines that too Consequently the book takes an international approach with contributions from Europe the Middle East Australia and North America Each contributor is an expert in the management innovation which they present This combination of features makes the book unique **Lean Hospitals** Mark Graban, 2018-10-08 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

Productivity Reimagined Jacob Stoller,2024-10-02 Escape common business myths to unleash game changing productivity Written by Shingo Prize winner Jacob Stoller Productivity Reimagined shows how most companies are constrained by deeply engrained myths that prevent employees from reaching their full productive potential causing frustration poor decisions and disappointing results Evidence is drawn from Toyota and dozens of other companies that have countered these myths to build strong collaborative cultures and achieve sustainable growth Arguments are reinforced by the latest science on human behavior and systems theory and supported by more than 60 interviews from prominent CEOs consultants academics executive directors and EVPs in the context of today s pressing global issues including labor shortage income inequality job related stress supply chain instability and climate change In this book readers will learn Why we are facing a global productivity crisis despite what the news media are telling us Why frontline employees aren t to blame for low productivity and that the boss doesn t always know best Why the whole does not equal the sum of the parts and that the past doesn t necessarily determine the future Why a strong workplace culture is the essential enabler for high productivity and how to instill it As companies face the new realities of the global economy Productivity Reimagined is an essential resource for forward thinking executives managers and business leaders looking to solve the productivity puzzle and empower their workforces to perform at their best

Executing Lean Improvements Dennis R. Delisle,2015-04-20 In this book you will find the following A structured approach to executing lean improvements Relevant real world case studies Examples of tools and templates along with downloadable files Hints tips and lessons learned Chapter challenges aimed at giving the reader assignments to apply key concepts and tools in the work setting The primary audience for this book is individuals responsible for improvement in healthcare settings such as lean practitioners Six Sigma belts quality improvement specialists and project managers Additional health professionals will benefit from the practical application and guidance Positions include frontline managers and supervisors improvement teams professors teaching quality improvement and or operations management healthcare professionals responsible for performance improvement and students in all related health professions clinical and administrative The book promotes practical application Readers are equipped with the skills to implement lean concepts and tools within their work setting Additionally the book provides insight and strategies for avoiding failure and developing buy in

The Field Guide to Rapid Process Improvement Workshops in Healthcare Cameron Stark, Gavin Hookway, Gill McVicar, Hugo Van Woerden, 2023-10-11 This book takes the reader through the process to plan deliver and follow up a weeklong Lean Quality Improvement event usually termed a Rapid Improvement Event or Rapid Process Improvement Workshop RPIW Drawing on the experience of conducting over 100 of these workshops the book gives readers the information to plan and run their own event It describes how RPIWs fit in to wider improvement processes and how the reader can maximize these processes in their own organization These weeklong improvement events are popular in health and social care but there are no textbooks available to support them There are several books that describe the use of shorter Kaizen events in health care but none that describe the process of delivering weeklong events The events have a rhythm specific to the one week format and the book seeks to help people to make use of best practice and to avoid common problems Based on the experiences of the authors this book includes an introduction to Lean concepts linked to the relevant part of the process description examples and templates of forms that can be used in workshops and photographs of actual events

Lean-Led Hospital Design Naida Grunden, Charles Hagood, 2012-03-16 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 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

The Organizational Context of Nursing Practice Peter Van Bogaert, Sean Clarke, 2018-02-13 This book explores the various features of work environments that affect nurses experiences of their work their interactions with co workers and patients and ultimately health care quality and patient outcomes Using a broad and comprehensive approach the authors identify the most extensively researched and best understood concepts in the field and presents a critical and up to date review of the evidence regarding causes and effects of work environment features It then presents evidence regarding organizational interventions aimed at broad ranges of clinical practices and outcomes such as team based interventions and management practices to improve practice climate The ideas approaches and evidence are presented by a team of researchers and experienced practitioner leaders taken together they form a state of the science toolkit Unique features of this book include a systematic presentation of best practices in nursing and healthcare leadership

along with the conceptual grounding and empirical support for these approaches and extensive demonstrations of how these practices many of which originated in North America apply to European contexts The SAGE Encyclopedia of Quality and the Service Economy Su Mi Dahlgaard-Park, 2015-05-29 Society globally has entered into what might be called the service economy Services now constitute the largest share of GDP in most countries and provide the major source of employment in both developed and developing countries Services permeate all aspects of peoples lives and are becoming inseparable from most aspects of economic activity Quality management has been a dominating managerial practice since World War II With quality management initially associated with manufacturing industries one might assume the relevance of quality management might decrease with the emergence of the service economy To the contrary the emergence of the service economy strengthened the importance of quality issues which no longer are associated only with manufacturing industries but are increasingly applied in all service sectors as well Today we talk not only about product or service quality but have even expanded the framework of quality to quality of life and quality of environment Thus quality and services have emerged in parallel as closely interrelated fields The Encyclopedia of Quality and the Service Economy explores such relevant questions as What are the characteristics nature and definitions of quality and services How do we define quality of products quality of services or quality of life How are services distinguished from goods How do we measure various aspects of quality and services How can products and service quality be managed most effectively and efficiently What is the role of customers in creation of values These questions and more are explored within the pages of this two volume A to Z reference work

Lean Empowerment and Respect for People Trevor Gundlach, 2024-02-20 There are two pillars of a Lean Management System Continuous Improvement and Respect for People Most books about Lean Production have focused overwhelmingly on Continuous Improvement and fail to treat Respect for People as an equal pillar It is overlooked or understated resulting not in a Lean house but in a lean to structure It is our responsibility to level out the structure once again The study of people is messy and exciting It demands that we explore multiple interdisciplinary studies including psychology sociology philosophy and even theology This book runs a parallel course with Lean Production but has a different goal Instead of production efficiency and financial gains our goal is to understand the reasons why staff come to work in the morning We can only understand a system when we understand its people They own the culture Lean must therefore evolve from a Production System into an Empowerment System Lean Production will no longer serve the contemporary workforce knowledge workers if you are reading this you are likely a knowledge worker who deserves more than a repackaging of the same ideas You are not a line worker and your system should not treat you as such Therefore we need a new system One that prioritizes Respect for People over Continuous Improvement Leaders in this system must recognize belonging and psychological safety as preconditions to process innovation New definitions of value and waste the staples of Lean philosophy must take on a more human face and propel the change of culture We must flip Lean on its head for the sake of our modern workforce

Applying Lean in Health and Social Care Services Cameron Stark, Gavin Hookway, 2019-01-16 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

The Mistakes That Make Us Mark Graban, 2023-06-27 At last A book about errors flubs and screwups that pushes beyond platitudes and actually shows how to enlist our mistakes as engines of learning growth and progress Dive into The Mistakes That Make Us and discover the secrets to nurturing a psychologically safe environment that encourages the small experiments that lead to big breakthroughs DANIEL H PINK 1 NEW YORK TIMES BESTSELLING AUTHOR OF DRIVE WHEN AND THE POWER OF REGRET We all make mistakes What matters is learning from them as individuals teams and organizations The Mistakes That Make Us Cultivating a Culture of Learning and Innovation is an engaging inspiring and practical book by Mark Graban that presents an alternative approach to mistakes Rather than punishing individuals for human error and bad decisions Graban encourages us to embrace and learn from them fostering a culture of learning and innovation Sharing stories and insights from his popular podcast My Favorite Mistake along with his own work and career experiences Graban show how leaders can cultivate a culture of learning from mistakes Including examples from manufacturing healthcare software and two whiskey distillers the book explores how organizations of all sizes and industries can benefit from this approach In the book you ll find practical guidance on adopting a positive mindset towards mistakes It teaches you to acknowledge and appreciate them take necessary measures to avoid them while gaining knowledge from the ones that occur Additionally it emphasizes creating a safe environment to express mistakes and encourages responding constructively by emphasizing learning over punishment Developing a culture of learning from mistakes through psychological safety is essential in effective leadership and organizational success Leaders must lead by example and demonstrate kindness to themselves and others by accepting their own blunders instead of solely pushing for more courage from their team This approach as Graban highlights fosters a positive and productive work environment The Mistakes That Make Us is a must read for anyone looking to create a stronger organization that produces better results including lower turnover more improvement and innovation and better bottom line performance Whether you are a startup founder or an aspiring leader in a larger company this book will inspire you to lead with kindness and humility and show you how mistakes can make things right Table of Contents Chapter One Think Positively Chapter Two Admit Mistakes Chapter Three Be Kind

Chapter Four Prevent Mistakes Chapter Five Help Everyone to Speak Up Chapter Six Choose Improvement Not Punishment Chapter Seven Iterate Your Way to Success Chapter Eight Cultivate Forever Afterword End Notes List of Podcast Guests Mentioned in the Book More Praise for the Book Making mistakes is not a choice Learning from them is Whether we admit it or not mistakes are the raw material of potential learning and the means by which we progress and move forward Mark Graban's *The Mistakes That Make Us* is a brilliant treatment of this topic that helps us frame mistakes properly detach them from fear and see them as expectations not exceptions This book's ultimate contribution is helping us realize that creating a culture of productive mistake making accelerates learning confidence and success TIMOTHY R CLARK PHD AUTHOR OF *THE 4 STAGES OF PSYCHOLOGICAL SAFETY* CEO OF LEADERFACTOR

Six Sigma and Quality Management Paulo Pereira, 2024-03-20 *Six Sigma and Quality Management* serves as an indispensable resource for professionals practitioners and enthusiasts seeking a clear roadmap for implementing and optimizing Six Sigma and quality management system methodologies From the fundamental principles of Six Sigma including the DMAIC approach to the broader spectrum of quality management readers will gain practical insights into enhancing processes reducing variation and fostering a culture of continuous improvement The text covers essential topics such as Total Quality Management TQM Lean principles and improvement methodologies offering actionable tools and techniques to streamline operations and enhance overall efficiency With a focus on audits corrective action preventive action CAPA processes and the intricacies of controlling externally provided processes products and services this book provides a holistic view of quality management practices In a specialized section the book explores the unique challenges and stringent requirements for quality and competence in medical laboratories within the healthcare sector Additionally it delves into the integration of digital technologies into quality management known as Quality 4.0 showcasing the transformative potential of data analytics and artificial intelligence Real world examples and practical insights throughout the book make it a valuable resource for both those new to these methodologies and seasoned professionals seeking to refine their approach This book is a practical and insightful companion for organizations navigating the intricacies of Six Sigma and quality management to achieve excellence in their operations and deliver enhanced value to their stakeholders

Clinical Informatics Study Guide John T. Finnell, Brian E. Dixon, 2022-04-22 This completely updated study guide textbook is written to support the formal training required to become certified in clinical informatics The content has been extensively overhauled to introduce and define key concepts using examples drawn from real world experiences in order to impress upon the reader the core content from the field of clinical informatics The book groups chapters based on the major foci of the core content health care delivery and policy clinical decision making information science and systems data management and analytics leadership and managing teams and professionalism The chapters do not need to be read or taught in order although the suggested order is consistent with how the editors have structured their curricula over the years *Clinical Informatics Study Guide Text and Review* serves as a

reference for those seeking to study for a certifying examination independently or periodically reference while in practice This includes physicians studying for board examination in clinical informatics as well as the American Medical Informatics Association AMIA health informatics certification This new edition further refines its place as a roadmap for faculty who wish to go deeper in courses designed for physician fellows or graduate students in a variety of clinically oriented informatics disciplines such as nursing dentistry pharmacy radiology health administration and public health

Big Book of Emergency Department Psychiatry Yener Balan, Karen Murrell, Christopher Bryant Lentz, 2017-09-18 This book focuses on the operational and clinical strategies needed to improve care of Emergency Psychiatric patients Boarding of psychiatric patients in ED s is recognized as a national crisis The American College of Emergency Physicians identified strategies to decrease boarding of psychiatric patients as one of their top strategic goals Currently there are books on clinical care of psychiatric patients but this is the first book that looks at both the clinical and operational aspects of caring for these patients in ED setting This book discusses Lean methodology the impact of long stay patients using queuing methodology clinical guidelines and active treatment of psychiatric patients in the ED

Measures of Success Mark Graban, 2019-03-11 A 260 page full color book that will help you STOP REACTING TO NOISE START RESPONDING TO SIGNALS Measures of Success shows business leaders how A PRACTICAL GUIDE FOR HOW TO MANAGE YOUR METRICS Organizations depend on metrics for their business Question is are they helping people do the right things Or encouraging them to overreact to every uptick downturn and change In other words reacting to noise Noise is present in every metric But it s our reaction to noise that causes waste and stress Too often people don t recognize this Like feeling stuck on a rollercoaster you no longer enjoy We do and explain things that don t help us improve At the cost of doing things that do No need to be jittery about every change in a metric Not by a long shot Measures of Success shows a better way to chart and manage your metrics in any organization or setting For your business processes and activities you need to know what s working what s not and what to change And why Then you can determine what to stop doing what to start doing what to keep doing So you can Jump off the metrics rollercoaster by responding to signals Systematically Sustainably Learn how to identify meaningful signals in a metric To respond just right Or perhaps not at all You ll learn how with methods easy to understand making it obvious what activities to do next Loads of vivid stories and clear examples from healthcare software companies and more With compelling case studies from the news and personal lives too What gets measured gets managed We ve all heard that But did you ever learn how to manage a metric This ain t about gaming the system or fudging the numbers This is about delivering real value understood by everyone and proven with data Learn a better way to manage your measures WHO IS MEASURES OF SUCCESS FOR EXECUTIVES AND LEADERS in healthcare manufacturing and services Who know what to measure and are now ready to learn how to manage those measurements And WILLING TO Challenge and change the way things are done today Motivate workers to think and do them better tomorrow Coach people versus telling them what to do Be responsible

for results not hold others accountable Encourage people to collaborate not compete Help people sleep better at night because they re improving their work during the day TO BE CLEAR Measures of Success is not for leaders who d rather give orders Then blame others when things go south That whole hit the target or else thing won t create real change nor real value But that ain t you right AFTER READING MEASURES OF SUCCESS you ll be able to answer three critical questions for your business Are we achieving our target And how often Occasionally Consistently Are we improving And can we predict our future performance How do we improve And when do we react When do we ignore When do we improve AND HOW CAN WE PROVE WE RE IMPROVING How would you feel if you could answer these questions for your business Measures of Success shows you how PROCESS BEHAVIOR CHARTS This book teaches you a proven method for filtering out noise so we can identify signals This means we waste less time chasing our tail and more time responding to signals that really matter heading off small problems before they become big or showing that we ve boosted performance in significant and sustainable ways

Transformational Sales Leadership Christine A. Eastman, Phill McGowan, Beth Rogers, 2024-04-26
Transformational Sales Leadership Sales Leader Perspectives offers viewpoints from 12 leaders across the global sales industry all of which challenge conventional sales models and promote visionary ways of thinking about sales and leadership The leaders who share their professional stories in the book are from organizations including SAP Google Nationwide US and Royal Caribbean as well as their own practices and they represent a new breed of salespeople who are increasingly sought after by organizations which need to transform their practices They run teams drive analytics and improve operational excellence and their careers rise or fall on getting the right KPIs Their stories address solutions to age old sales problems but they bring a new perspective to the sales function in the digital age The book focuses on what sales leaders need in order to be innovative Specifically the book shows you how to Coach sales people through disruption Leverage the most valuable habits for success and Provide for meaning and purpose in the hyper connected and volatile sales industry If you are a sales professional looking to succeed in challenging scenarios the journeys recounted in this book demonstrate how the landscape of sales has changed and how thinking about sales differently can help you transform your career

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