A3 Problem Solving For Healthcare A Practical Method For Eliminating Waste

The second edition of Problem Solving for Success Handbook utilizes an A3-style template to document problem solving, designed for problem solvers of all levels in every industry. This problem-solving handbook combines elements of the simplest and most complex approaches, including ISO Corrective Action, Ford 8D, A3 Thinking, PDCA, Kepner-Tregoe®, Shainin®, and Lean Six Sigma DMAIC. This handbook provides guidance through a simple seven-step approach called SUCCESS: Step One - State Problem and Goal; Step Two - Understand Current Condition; Step Three - Conduct Root Cause Analysis; Step Four - Construct Solutions; Step Five - Execute Solutions; Step Six - Sustain Solutions; Step Seven - Salute the Team. Employing this seven-step approach results in efficient and effective problem solving with sustainable solutions. With the purchase of this problem-solving guide, the reader has access to a downloadable file containing all templates referenced in the handbook.

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.

This book gives healthcare leaders a practical guide to implementing the 4 key components of lean daily management system - 1. LDM boards; 2. Leadership rounds 3. Leader daily disciplines and 4. Lean projects. Although lean is not new to healthcare, effective LDM is just now taking hold with the best lean healthcare organizations in the U.S. and Canada. Leaders are realizing that sustaining their lean projects over time has proven to be a challenge without first addressing the organizations management system/model. LDM gives leaders a straightforward approach to do just that as well as improve their ability to spread and deploy lean to other areas of the organization and tie back to strategy.

The A3 process is a way to look with "new eyes" at a specific problem identified by direct observation or experience. It offers a structure that begins by always defining the issue through the eyes of the customer. In A3 Problem Solving for Healthcare Cindy Jimmerson explains an essential tool borrowed from the Toyota Production System, which is an extension of work identified with the well-known Value Stream Map. She offers an easy-to-learn problem-solving method that can be used in every aspect of healthcare to identify, understand, and improve processes that don't support workers in doing their good work. In this compelling book you get: The expertise of a recognized industry expert in Lean principles A practical, easy-to-use workbook Concepts illustrated with numerous A3s in various stages of development Explanation of how to extend the VSM philosophy to a more focused perspective An extensive exploration of the A3 problem-solving tool in healthcare—the first book to do so Through case studies and actual A3s, this book illustrates the simplicity and completeness of the A3 tool and its applications to regulatory documentation as well as activities of daily work.

Becoming the Change: Leadership Behavior Strategies for Continuous Improvement in Healthcare

A Case Study Approach

Lean Hospitals

The Ten Commandments of Lean Six Sigma

A3 Problem Solving for Healthcare

Improving Patient Care Using Toyota Based Methods

Beyond Heroes

This book explores the different ways in which human-factors engineering influences organizations' and enterprises' well-being and competitiveness. It covers a wealth of interrelated topics such as service engineering, service science, human-computer interaction, service usability, attitude and opinion

assessment, servicescape design and evaluation, and training for service delivery. Further topics include service systems modeling, anthropology in service science, and customer experience, as well as ethical issues and the impact of an aging society. Based on the AHFE 2016 International Conference on The Human Side of Service Engineering, held on July 27-31, 2016, in Walt Disney World®, Florida, USA, the book provides readers with a comprehensive, general view of current research and challenges in the important field of service engineering. It also provides practical insights into the development of services for different kinds of organizations, including health care organizations, aviation providers, manpower allocation, hospitality and entertainment, as well as banking and financial institutions.
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® RedpaperTM 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.
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 handbook focuses on two sides of the lean production debate that rarely interact. On the one hand, management and industrial engineering scholars have presented a positive view of lean production as the epitome of efficiency and quality. On the other hand, sociology, industrial relations, and labor relations scholars focus on work speedups, management by stress, trade union positions, and self-exploitation in lean teams. The editors of this volume understand the merits of both views and present them accordingly, bridging the gaps among five disciplines and presenting the best of each perspective. Chapters by internationally acclaimed authors examine the positive, negative and neutral possible effects of lean, providing a global view of lean production while adjusting lean to the cultural and political contexts of different nation-states. As the first multi-lens view of lean production from academic and consultant perspectives, this volume charts a way forward in the world of work and management in our global economy.
The Power of Every Person, Every Day, Every Problem
Value Stream Mapping for Healthcare Made Easy

The Pittsburgh Way to Efficient Healthcare
Lean Daily Management for Healthcare Field Book
The Role of a Leader in Creating a Lean Culture
The Lean Healthcare Handbook
From Reactive Troubleshooting to Creative Innovation

A Lean Action Workbook from the Lean Enterprise Academy, a affiliate of the Lean Global Network and the Lean Enterprise Institute For the first time, Making Hospitals Work provides a practical road map for healthcare leaders seeking to create truly lean hospitals. It outlines a clear framework for focusing improvement activities on the most important challenges facing each hospital. It uses the same evidence-based, scientific method as clinicians use to diagnose and treat medical problems to analyze and redesign the core emergency and elective patient journeys from arrival to discharge. It opens everyone's eyes to the big win-win-win opportunities to eliminate unnecessary waiting time for patients, to synchronize activities so clinical staff can spend more time caring for patients, and to free up capacity by reducing length of stay and cut the overtime and agency budget. It also introduces the key new role of the value-stream manager in gaining agreement on what needs to be done by whom in every department across the hospital. Every step described in Making Hospitals Work has been tried and tested in the three years' action research that led to this workbook. It is the critical breakthrough to take the next steps on the lean healthcare journey.

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. Encouraging efficiency, clarity, and disciplined thinking, A3 Problem Solving identifies a problem, describes the objective, and summarizes fact finding and action steps, all on a single A3-sized piece of paper. This approach provides all employees at all levels with a method to quickly identify a problem, analyze it to root cause, select appropriate countermeasures, and communicate necessary actions to decision makers. The A3 Workbook: Unlock Your Problem-Solving Mind is designed to

teach A3 Problem Solving to workers at every level of an organization. Uniquely qualified to author this workbook, Daniel Matthews is an expert trainer with 30 years of training experience including Lean implementation and Training within Industry (TWI). Fourteen of those years he spent with the Toyota Company, which created and made use of the A3 as a core component of continuous quality improvement. This workbook provides a practical tool for solving specific problems or for making a specific proposal, while also encouraging the development of a corporate culture that empowers all employees to support continuous improvement. The workbook follows the progression of a basic A3 Problem Solving format, offering instructions every step of the way. To reinforce learning, it includes — Case studies that readers can use to complete A3s Tips on how to improve the readability of A3s Examples of Problem Solving A3s, and a Proposal A3 Exercises to reinforce what's learned Worksheet templates that can be reproduced for future problem solving An effective problem-solving process is a critical part of implementing efficient business practices and a problem-solving culture is a fundamental component of empowering employees to support business improvements. Both of these components, taken together, can help any organization make continuous improvements on the long journey to creating a more productive and profitable business.
Proceedings of the conference Advances in Information Technology and Communication in Health (ITCH), 2009.
Advances in The Human Side of Service Engineering
Transforming your Safety Culture with Lean Management
Understanding A3 Thinking
Improving Quality, Patient Safety, and Employee Engagement, Third Edition
Diverging Theories and New Industries around the World
Lean Leadership for Healthcare
Problem Solving for Success Handbook: Solve the Problem – Sustain the Solution – Celebrate Success

Note to Readers: Publisher does not guarantee quality or access to any included digital components if book is purchased through a third-party seller. Applied Problem-Solving in Healthcare Management is a practical textbook devoted to developing and strengthening problem-solving and decision-making leadership competencies of healthcare administration students and healthcare management professionals. Built upon the University of Minnesota Master of Healthcare Administration Program's Problem-Solving Method, the text describes the "never assume" mindset and the structured method that drive evidence-based, action-oriented problem-solving. The "never assume" mindset requires healthcare leaders to understand themselves and their stakeholders, and to engage in waves of divergent and convergent thinking. This structured method guides the problem solver through the phases of defining, studying, and acting on complex interrelated organizational problems that involve multiple root causes. The book also describes how the

Problem-Solving Method is complementary to quality improvement methods and can be used in healthcare organizations along with Lean, Design Thinking, and Human Centered Design. Providing step-by-step instruction including useful tips, tools, activities, and case studies, this effective resource demonstrates the utility of the method for all types of health organization settings including health systems, hospitals, clinics, population health, and long-term care. For students taking health management, capstone, and experiential learning courses, including internship and residency projects, this book allows them to test and apply their problem-solving and decision-making skills to real-world situations. Beyond the classroom, it is an indispensable resource for organizations seeking to enhance the problem-solving skills of their workforce. The authors of the text have nearly 75 years of combined experience in healthcare management, leadership, and professional consulting, and teaching and advising healthcare administration students in classrooms, on student capstone, internship and residency projects, and case competitions. Synthesizing their expertise, this text serves as a guide for those who wish to strengthen their problem-solving abilities to systematically identify, analyze, study, and solve pressing organizational challenges in healthcare settings. Key Features: Describes a mindset and a structured problem-solving method that builds leadership competencies Encourages a step-by-step problem-solving approach to define, study, and act on problems to drive action-oriented solutions Supports experiential learning and coaching for students and professionals early in their careers, applicable especially to healthcare management, capstone, and student consulting courses, internship and residency projects, case competitions, and professional development in organizations Compares the Problem-Solving Method to other complementary methods used in many healthcare organizations, including Lean, Design Thinking, and Human Centered Design

Two renowned experts in healthcare transformation show how leaders are implementing behavior-driven strategies to ensure quality care and create lasting change. Healthcare is in the midst of a massive disruption. With financial structures in tatters and the future uncertain, this is the moment to begin the revolution. But first, leaders need to learn how to support staff at all levels as they make transformational improvements in care. This book demonstrates that real change is very personal and has to start at the top—whether you're an executive, governing board member, manager, or physician. A powerful new approach to healthcare leadership, this book showcases executives in health systems around the world as they: Practice behavior-based

solutions to organizational problems Learn how to support continuous improvement Be more present in their leadership role Learn how to reflect and assess themselves as leaders Achieve better results for patients Drawing on a wealth of behavioral research, industry case studies, and personal insights from healthcare professionals, the authors explore how change actually happens—from the inside out, top to bottom, throughout the whole organization. You'll learn how healthcare systems led by people who are compassionate, principled, and engaged can undergo profound and lasting transformation. Find proven strategies for cultivating principle-driven behaviors that can turn the remotest possibilities on the healthcare horizon into a new working reality. This is more than a leadership guide to revolutionizing healthcare. This is about being a force for change that makes life better for patients, caregivers, and all stakeholders. If you want to take the lead in making change happen, start with Becoming the Change. Hospitals have long relied on the heroics of one brilliant nurse or doctor to save the day. Such heroics often result in temporary workarounds and quick fixes that leave not only patients and quality care at risk, but also increase costs. This is the story of an organization breaking that habit. Like a growing number of healthcare organizations around the world, ThedaCare, Inc. has been using lean thinking and the principles of the Toyota Production System to improve quality of care, reduce waste, and become more reliable. But lean thinking was incompatible with ThedaCare's old top-down, hero-based system of management. Kim Barnas, former SVP of ThedaCare, shows us how she and her team created a management system that is stable and lean, to spur continuous improvement. Beyond Heroes shows the reader, step by step, how ThedaCare teams developed the system, using the stories of its doctors, nurses and administrators to illustrate. The book explores each of the eight essential components of the lean system, from front-line problem solving with the scientific method to daily team huddles and creating standard work for leaders all the way to the top of an organization. Finally, the author introduces four executives from healthcare systems across North America who have implemented ThedaCare's system and share the lessons they learned along the way. Beyond Heroes is not just a call to action or an argument for a better healthcare system. It is a necessary roadmap through the rocky terrain ahead, one that healthcare leaders can customize to their special needs. Presented from the perspective of practitioners, researchers and academics, The Ten Commandments of Lean Six Sigma serves as a practical guide for senior managers and executives who want to achieve operational and service excellence in various manufacturing, service and public sector

organizations.
How to Implement Lean Principles in Hospitals, Medical Offices, Clinics, and Other Healthcare
Organizations
Unlock Your Problem-Solving Mind
Measures of Success
Engaging Front-Line Staff in Sustainable Continuous Improvements
Improving Patient Safety, Quality, and Satisfaction While Building Problem-solving Skills
Follow the Learner
Lean Healthcare Deployment and Sustainability

"The process by which a company identifies, frames, acts and reviews progress on problems, projects and proposals can be found in the structure of the A3 process ... follow the story of a manager ... and his report ... which will reveal how the A3 can be used as a management process to create a standard method for innovating, planning, problem-solving, and building structures for a broader and deeper form of thinking - a practical and repeatable approach to organizational learning"--Publisher's description.

In this book, author Nate Furuta, former chair and CEO of Toyota Boshoku America Inc., shares the story of his decades of experience directly leading the establishment of Toyota cultures outside Japan. Furuta was the first Toyota employee on the ground at New United Motor Manufacturing Inc. (NUMMI), Toyota's joint venture in California with General Motors, where he directly led the establishment of the most revolutionary labor-management agreement in the history of the US auto industry. In addition, Furuta was the first Toyota employee on the ground in Georgetown Kentucky at Toyota's first full-scale, wholly owned manufacturing operation outside Japan, where he led (working directly with President Fujio Cho) the establishment of Toyota's general management systems and culture there. This book tells the stories of establishing successful operations in those two iconic organizations as well as others. Furuta reveals details, both stories and process descriptions that only he can tell. He takes you along as he and others lead Toyota's intense globalization from the early 1980s to recent days. He introduces you to the critical leaders in Toyota's history, such as Taiichi Ohno and Fujio Cho as well as Kenzo Tamai, the head of the company's HRM function in the 1980s. This book is not about human-resource management (HRM) policies and procedures. It provides a deep dive into the way senior leaders embody deep awareness of HRM matters, developing and executing company strategy while at the same time developing organizational capability. The role of senior leaders isn't just a matter of directing the company to achieve objectives; it is a matter of building the capability to achieve those objectives, consistently, and further developing capability as it executes. Key to this is to develop the awareness, attitude, capability, and practice of identifying problems as progress is made toward achieving objectives, which is, in fact, attained through steadily eliminating each problem as it arises. This becomes a self-reinforcing loop of the organization, tapping in to the essence of solving problems while simultaneously developing ever better problem-solving skills and better problem solvers. This loop propels an organization toward meeting its purpose while developing capability for capability development. Essentially, this book reveals Toyota's general management systems from the firsthand experience of a Toyota Japanese senior manager and describes, with stories and process examples, the attitude, behaviors, and systems needed to successfully establish and lead in a true Lean business environment.

While there are a growing number of books based on the Toyota Production System, or lean, focused on healthcare, there are very few that

detail the tools that make lean more than just a way of thinking and put the methodology into practice. Based on Hiroyuki Hirano's classic 5 Pillars of the Visual Workplace and modeled after the Shingo Prize-winning Shopfloor Series for Lean Manufacturers, 5S for Healthcare adopts a proven reader-friendly format to impart all the information needed to understand and implement this essential lean methodology. It provides examples and cased studies based on the experiences of the principals involved with the Rona Consulting Group, who were responsible for the groundbreaking implementation of the Toyota Production System at the Virginia Mason Medical Center. Written to readily assist with hands-on implementation efforts, this volume offers innovative features designed to improve understanding and support application. This includes helpful how-to-steps and practical examples taken directly from the healthcare industry.

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 Guide to Lean Healthcare Workflows

The A3 Workbook

A Critical Component of Toyota's PDCA Management System

On the Mend

Lean Thinking for Healthcare

React Less, Lead Better, Play More

Four Types of Problems

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

Sam Brooks, a young superintendent with ProCon Builders, has been given responsibility for the largest and most complicated project of his career. He struggles with all of the common difficulties in construction -- lack of communication, coordination issues, and other kinds of wasteful occurrences that rob his project of time and money, while leaving him and his team frustrated and overworked. Luckily, his friend, mentor, and co-worker, Alan Phillips, brings the benefit of his experience and his knowledge of Lean Construction tools and processes to help Sam learn valuable skills for improving the operation of his project. Together, Sam and Alan discuss the merits and explore the

practical applications of: Daily Huddles Visual Communication The "Eight Wastes" Managing Constraints Pull Planning The Last Planner System(TM) Percent Plan Complete

A3 Problem Solving for HealthcareA Practical Method for Eliminating WasteProductivity Press

In no industry is the concept of quality more essential than it is in healthcare, which is why the lean quality principles learned through the example of the Toyota Production System are so applicable. Two fundamental principles of Toyota's push for excellence are especially relevant to healthcare: ensuring quality at every step and keeping improvement processes simple enough that they are viable, reproducible, and teachable. Developed with the input of more than 60 healthcare organizations, Value Stream Mapping for Healthcare Made Easy introduces healthcare managers to the essential method developed by Toyota known as the Value Stream Map (VSM). The first half of the book provides an introduction to VSMs that shows healthcare workers at all levels how to look at any process with eyes that probe all the value-added and non-value-added activities in the delivery of a requested service or product. This will allow all stakeholders the opportunity to evaluate, create, and communicate innovation in their workplace. The second half reviews real value stream maps at real healthcare facilities created by teams of administrators, managers, physicians, and staff members. Most participants were not experienced with lean thinking and for many this was their first engagement with lean methods. What becomes clear through these examples is the importance of initiating realistic improvements that can quickly demonstrate successful change and encourage even more problem solving. This ability to be involved with creating a better way to work has been exceptionally well received by workers both at Toyota and now throughout the healthcare industry. Lean thinking involves employees in improving work that is meaningful to them, at a level where they can see and appreciate the changes they have participated in creating. This satisfaction is essential to retaining good workers, as well as to the everyday improvement of safety, patient satisfaction, and affordability. VSM is a proven high-level view tool that can be used in every aspect of healthcare to identify, understand, and improve processes. Information included illustrates the simplicity and completeness of the tool and describes its applications to staff communication, regulatory documentation, and activities of daily work. The book also highlights simple-to-use data collection and interpretation as part of the VSM process.

A Lean Management System for Healthcare
5S for Healthcare
Creating Toyota Cultures Around the World
Healthcare Kaizen
A Complete Guide to Creating Healthcare Workplaces
Managing to Learn

Best Practices for Achieving the Full Benefits of Lean in Healthcare 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

Winner of a 2013 Shingo Research and Professional Publication Award America's healthcare system needs to change. Not only does our country spend 16 percent of its gross domestic product on healthcare, but despite spending more than other industrialized countries, our general health lags behind. While we have plenty of data identifying where healthcare in America falls short, we've precious little practical, hands-on information about how to fix it. In The Pittsburgh Way to Efficient Healthcare, Naida Grunden provides a ingenious and optimistic look at how principles borrowed from industry can be applied to make healthcare safer, and in doing so, make it more effective and less costly. The book is a compilation of case studies from units in different hospitals around the Pittsburgh region that successfully applied industrial principles to the benefit of patients and the satisfaction of employees. The Pittsburgh Way to Efficient Healthcare is written for all healthcare stakeholders – from clinicians to insurers to employers to those who have the greatest stake in healthcare quality improvement, the patients. About the Author: Naida Grunden has been a business and technical writer for over 25 years, specializing for the past six years in health and medical writing for the Pittsburgh Regional Health Initiative. She writes the PRHI Executive Summary newsletter, a publication she founded in 2001 (www.prhi.org). Her work has appeared in publications as varied as the Joint Commission Journal on Quality and Patient Safety and Air Line Pilot magazine. Ms. Grunden received the 2006 Challenge Award from the American College of Clinical Engineering for her article on the VA wheelchair work in Biomedical Instrumentation and Technology magazine. Ms. Grunden completed her B.A. in English at California State University, East Bay, and her secondary English teaching credential at California State University, San Francisco. She lives in Bellingham, Washington. Visit her website at www.NaidaGrunden.com.

Addressing the challenges involved in achieving standard work in health care, Getting to Standard Work in Health Care: Using TWI to Create a Foundation for Quality Care describes how to incorporate the most widely used Training Within Industry (TWI) method, the

Job Instruction (JI) training module, to facilitate performance excellence and boost emp
Every person in every function of every organization is involved in solving problems. They show up in your email inbox, in meetings, in your own work. They are strategic and tactical, mundane and breakthrough, easy and difficult. Most organizations want to, and need to, improve their people's problem-solving efforts, and so they offer them tools, templates, and training. Yet this is not where the leverage for impact is found. People Solve Problems: The Power of Every Person, Every Day, Every Problem explores the real leverage to improve your problem solving. In the first section of the book, we explore the problem with problem solving, including both the value and limits of tools and templates. We also explore the marriage of problem solving and standards. Building on that start, People Solve Problems is built on four primary domains. After setting up the challenge, we start by exploring People-Centered Capabilities. These capabilities are tool agnostic, equally applicable to any chosen problem-solving method or no method at all. This includes a wide range of capabilities from creating problem statements to integrating intuition into problem solving. Next, we cover Problem-Solving Culture. These chapters outline the culture needed in the organization or the personal behaviors you must master to be successful in problem solving. The behaviors explored range from deliberately learning through problem solving to building transparency, vulnerability, and trust. In the third section, we dive into Success through Coaching. Problem solving is unlike other practices, training is incredibly insufficient, and coaching is the major driver of success. This section addresses the why, who, when, where, and of course the important how of coaching. Finally, we explore the Role of the Leader, whether the CEO or a team leader, in building an environment where problem solving can thrive. The leader must be the architect of their problem-solving systems, a shaper of culture, and a framer of problems. Problem-solving effectiveness is critical to success for both the problems you already know about and those you have not yet experienced. People Solve Problems will you help you, and those you lead, to be more effective now and in the future.
Advances in Information Technology and Communication in Health
Lean Safety
Perfecting Patient Journeys
Improving Quality, Patient Safety, and Employee Engagement, Second Edition
The Cambridge International Handbook of Lean Production
A Guide for Practitioners
Using TWI to Create a Foundation for Quality Care

While worker safety is often touted as a company's first priority, more often than not, safety activity is driven by compliance to legislation rather than any safety improvement initiative. Lean takes a proactive approach – it is not contingent on legislation. A serious Lean effort will tear apart an old inefficient entitlement-riddled culture and build it into something effective. Lean Safety: Transforming your Safety Culture with Lean Management takes lessons learned from Lean and applies them to the building of a world-class safety-first organization. Based on 30 years of experience with successful implementation of continuous improvement, Robert Hafey focuses the power of Lean improvement on the universal topic of safety. In doing so, he shows how Lean and safety

are linked; that the achievement of one is often dependent upon achievement of the other. In this book, written for managers and executives as well as workers on the line, Hafey: Challenges each stakeholder to think proactively and accept individual responsibility for safety Emphasizes that the building of a top safety program requires the building of a world-class safety culture Demonstrates how basic Lean tools are as applicable to safety as they are to Lean, such as the A3 problem-solving process and the facilitated kaizen blitz Removes fear from the accident investigation process so that root causes are addressed rather than hidden Establishes standards and metrics for safety management that are clearly definable and measurable Any lasting improvement must become both institutionalized and perpetually capable of adaptation. World class safety is not about writing correct rules, but more about righting the culture responsible for the well-being of its stakeholders. Listen to what Robert Hafey has to say about Lean Safety.

Winner of a 2009 Shingo Research and Professional Publication Prize. Notably flexible and brief, the A3 report has proven to be a key tool In Toyota's successful move toward organizational efficiency, effectiveness, and improvement, especially within its engineering and R&D organizations. The power of the A3 report, however, derives not from the report itself, but rather from the development of the culture and mindset required for the implementation of the A3 system. In Understanding A3 Thinking, the authors first show that the A3 report is an effective tool when it is implemented in conjunction with a PDCA-based management philosophy. Toyota views A3 Reports as just one piece in their PDCA management approach. Second, the authors show that the process leading to the development and management of A3 reports is at least as important as the reports themselves, because of the deep learning and professional development that occurs in the process. And finally, the authors provide a number of examples as well as some very practical advice on how to write and review A3 reports.

Healthcare organizations that have already applied Lean thinking to their processes, with the diligence of effective management and strong leadership support, are now realizing the benefits of their efforts. And, many of those benefits surpass what was thought possible just a few years ago. To be successful, these organizations had to provide the leadership to arrive at their future state. Written by a Shingo Prize-winning author and Lean sensei, Lean Leadership for Healthcare: Approaches to Lean Transformation explains how to apply Lean improvement to both clinical and non-clinical processes. It presents valuable lessons learned by the author over the years of leading improvements in this complex industry and lays out a clear roadmap for initiating your Lean improvements. Illustrating the leadership behaviors required to achieve sustainable success, the book is ideal for leaders in the healthcare industry looking to initiate Lean improvements to clinical and non-clinical processes. It reviews the fundamentals of Lean and explains how to link a strategy of continuous improvement to corporate strategy to achieve operational excellence. It also describes how to mitigate the risk of failure when undergoing large-scale corporate change—including what can go wrong and how to prevent these failures. The book includes case studies that share the time-tested insights of healthcare team members and leaders. It outlines a management system for sustaining your Lean improvements and provides the Lean leadership approaches, thoughts, and visual tools you'll need to guide your organization along the path toward world-class healthcare

performance.

The book shows readers exactly how to use Lean tools to design healthcare work that is smooth, efficient, error free and focused on patients and patient outcomes. It includes in-depth discussions of every important Lean tool, including value stream maps, takt time, spaghetti diagrams, workcell design, 5S, SMED, A3, Kanban, Kaizen and many more, all presented in the context of healthcare. For example, the book explains the importance of quick operating room or exam room changeovers and shows the reader specific methods for drastically reducing changeover time. Readers will learn to create healthcare value streams where workflows are based on the pull of customer/patient demand. The book also presents a variety of ways to continue improving after initial Lean successes. Methods for finding the root causes of problems and implementing effective solutions are described and demonstrated. The approach taught here is based on the Toyota Production System, which has been adopted worldwide by healthcare organizations for use in clinical, non-clinical and administrative areas.

A Practical Method for Eliminating Waste

Proceedings of the AHFE 2016 International Conference on The Human Side of Service Engineering, July 27-31, 2016, Walt Disney World®, Florida, USA

The Lean Builder: A Builder's Guide to Applying Lean Tools in the Field

A Lean Guide to Transforming Healthcare

Using the A3 Management Process to Solve Problems, Gain Agreement, Mentor and Lead

People Solve Problems

Welcome Problems, Find Success

The A3 process is a way to look with "new eyes" at a specific problem identified by direct observation or experience. It offers a structure that begins by always defining the issue through the eyes of the customer.In A3 Problem Solving for Healthcare Cindy Jimmerson explains an essential tool borrowed from the Toyota Production System, which is an extension of work identified with the well-known Value Stream Map. She offers an easy-to-learn problem-solving method that can be used in every aspect of healthcare to identify, understand, and improve processes that don't support workers in doing their good work. In this compelling book you get:The expertise of a recognized industry expert in Lean principlesA practical, easy-to-use workbookConcepts illustrated with numerous A3s in various stages of developmentExplanation of how to extend the VSM philosophy to a more focused perspectiveAn extensive exploration of the A3 problem-solving tool in healthcare--the first book to do soThrough case studies and actual A3s, this book illustrates the simplicity and completeness of the A3 tool and its applications to regulatory documentation as well as activities of daily work.

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.

Healthcare Quality Management: A Case Study Approach is the first comprehensive case-based text combining essential quality management knowledge with real-world scenarios. With in-depth healthcare quality management case studies, tools, activities, and discussion questions, the text helps build the competencies needed to succeed in quality management. Written in an easy-to-read style, Part One of the textbook introduces students to the fundamentals of quality management, including history, culture, and different quality management philosophies, such as Lean and Six Sigma. Part One additionally explains the A3 problem-solving template used to follow the Plan-Do-Study-Act (PDSA) or Define, Measure, Analyze, Improve, and Control (DMAIC) cycles, that guides your completion of the problem-solving exercises found in Part Two. The bulk of the textbook includes realistic and engaging case studies featuring common quality management problems encountered in a variety of healthcare settings. The case studies feature engaging scenarios, descriptions, opinions, charts, and data, covering such contemporary topics as provider burnout, artificial intelligence, the opioid overdose epidemic, among many more. Serving as a powerful replacement to more

theory-based quality management textbooks, Healthcare Quality Management provides context to challenging situations encountered by any healthcare manager, including the health administrator, nurse, physician, social worker, or allied health professional. KEY FEATURES: 25 Realistic Case Studies–Explore challenging Process Improvement, Patient Experience, Patient Safety, and Performance Improvement quality management scenarios set in various healthcare settings Diverse Author Team–Combines the expertise and knowledge of a health management educator, a Chief Nursing Officer at a large regional hospital, and a health system-based Certified Lean Expert Podcasts–Listen to quality management experts share stories and secrets on how to succeed, work in teams, and apply tools to solve problems Quality Management Tools–Grow your quality management skill set with 25 separate quality management tools and approaches tied to the real-world case studies Competency-Based Education Support–Match case studies to professional competencies, such as analytical skills, community collaboration, and interpersonal relations, using case-to-competency crosswalks for health administration, nursing, medicine, and the interprofessional team Comprehensive Instructor's Packet–Includes PPTs, extensive Excel data files, an Instructor's Manual with completed A3 problem-solving solutions for each Case Application Exercise, and more! Student ancillaries–Includes data files and A3 template

Healthcare Quality Management

Revolutionizing Healthcare to Save Lives and Transform the Industry

How to Improve Patient Care While Saving Everyone's Time and Hospitals' Resources

Getting to Standard Work in Health Care

Making Hospitals Work

Approaches to Lean Transformation

Applied Problem-Solving in Healthcare Management