

# Lean Hospitals Improving Quality Patient Safety And Employee Satisfaction

## A. Heri Iswanto

**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*.

### **Lean Hospitals** Mark Graban, 2008

*Lean Hospitals* Mark Graban, 2016-04-19 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

*Leading the Lean Healthcare Journey* Joan Wellman, Howard Jeffries, Pat Hagan, 2010-12-13 Every healthcare organization can learn from Seattle Children's continuous improvement process, but this book is not an operator's manual. Instead, it is a challenge to everyone concerned with healthcare to reexamine deeply held assumptions. While it is commonly believed that improved quality, access, and safety, and an improved bottom line are mut

*The Executive Guide to Healthcare Kaizen* Mark Graban, Joseph E. Swartz, 2013-08-21 Hospitals and health systems are facing many challenges, including shrinking reimbursements and the need to improve patient safety and quality. A growing number of healthcare organizations are turning to the Lean management system as an alternative to traditional cost cutting and layoffs. Kaizen, which is translated from Japanese as good change or change for the better, is a core pillar of the Lean strategy for today's best healthcare organizations. Kaizen is a powerful approach for creating a continuously learning and continuously improving organizations. A Kaizen culture leads to everyday actions that improve patient care and create better workplaces, while improving the organization's long-term bottom line. The Executive Guide to Healthcare Kaizen is the perfect introduction to executives and leaders who want to create and support this culture of continuous improvement. The Executive Guide to Healthcare Kaizen is an introduction to kaizen principles and an overview of the leadership behaviors and mindsets required to create a kaizen culture or a culture of continuous improvement. The book is specifically written for busy C-level executives, vice presidents, directors, and managers who need to understand the power of this methodology. The

Executive Guide to Healthcare Kaizen shares real and practical examples and stories from leading healthcare organizations, including Franciscan St. Francis Health System, located in Indiana. Franciscan St. Francis' employees and physicians have implemented and documented 4,000 Kaizen improvements each of the last three years, resulting in millions of dollars in hard savings and softer benefits for patients and staff. Chapters cover topics such as the need for Kaizen, different types of Kaizen (including Rapid Improvement Events and daily Kaizen), creating a Kaizen culture, practical methods for facilitating Kaizen improvements, the role of senior leaders and other leaders in Kaizen, and creating an organization-wide Kaizen program. The book contains a new introduction by Gary Kaplan, MD, CEO of Virginia Mason Medical Center in Seattle, Washington, which was named Hospital of the Decade in 2012. The Executive Guide to Healthcare Kaizen is a companion book to the larger book Healthcare Kaizen: Engaging Front-Line Staff in Sustainable Continuous Improvements (2012). Healthcare Kaizen is a longer, more complete how to guide that includes over 200 full color images, including over 100 real kaizen examples from various health systems around the world. Healthcare Kaizen was named a recipient of the prestigious Shingo Professional Publication and Research Award. Check out what the experts at the Franciscan St. Francis Health System have to say about Healthcare Kaizen.

<http://www.youtube.com/watch?v=XcGmP5gLEPo&feature=c4-overview&list=UU7jiTxn4nkMzOE5eTbf0Upw>

Applying Lean in Healthcare Joe Aherne, John Whelton, 2010-04-21 Typically entrenched and systemic, healthcare problems require the sort of comprehensive solutions that can only be addressed by a change in culture and a shift in thinking. Applying Lean in Healthcare: A Collection of International Case Studies demonstrates how honest appraisal, intelligent planning, and vigilant follow-up have led to dramatic imp

**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

**Improving Quality in Outpatient Services** Carole Guinane, Noreen Davis, 2011-06-22 A valuable reference for those involved in the field of ambulatory patient care, *Improving Quality in Outpatient Services* offers time-tested instruction on how to create a world-class outpatient program. It supplies a high-level overview of current opportunities, national quality programs, and challenges—outlining the policies, procedures, and plans required for success. Stimulating readers with a wealth of practical applications, stories, and examples, the book details the governance, medical staff, and quality structures required to create, implement, and maintain a safe and efficient outpatient program. It introduces powerful techniques for infection control, medication management, risk prevention, and the elimination of medication errors. It also: Lists mandatory policies and procedures Contains practice drills to prepare you for real-world scenarios Explains how to create a report card to measure quality at all levels Includes a sample curriculum that outlines the courseware required by OSHA and other licensing and regulatory agencies The authors address documentation and human resources factors and supply an abundance of information and resources in the appendices, including how and where to apply for certification, medical record review tools, policy and procedure checklists, and a state-by-state listing of resources available for outpatient and ambulatory programs. Explaining how to involve patients in the decision making process, the text details a proven system for evaluating quality at all levels of your organization.

**Kaizen Workshops for Lean Healthcare** Thomas L. Jackson, 2017-07-27 Part of the Lean Tools for Healthcare series, this user-friendly book will help to improve your understanding of kaizen. It describes exactly what a kaizen event is and details all the phases necessary for implementing continuous improvement practices in your healthcare organization. *Kaizen Workshops for Lean Healthcare* walks you through the steps o

*Mistake Proofing for Lean Healthcare* Samuel Carlson, MD, Maura May, 2015-08-18 The principles of mistake proofing, long used to eliminate errors and defects across a range of industries, are now being applied in healthcare organizations around the world to help ensure patient safety, improve services, and eliminate waste. *Mistake Proofing for Lean Healthcare* is based on the definitive mistake-proofing philosophy and system developed by Shigeo Shingo. This reader-friendly book introduces the main concepts and benefits of mistake proofing in healthcare and highlights common reasons that errors and defects occur. It also explains how to catch errors before they become defects, using the concept of source inspection, so you can ensure quality before a process is performed instead of afterward. When systematically used, the mistake-proofing approach explained in this book will help you: Create safer, more reliable, and more effective healthcare services for both patients and staff Establish a culture in which mistakes and the conditions that cause them are readily surfaced so they can be corrected Lay the foundation for processes that flow smoothly, without disruption Eliminate rework, waste, and the need for extra resources and supplies Presenting real-world healthcare examples, the book shows different types of mistake-

proofing devices and methods (poka-yoke) that provide feedback quickly and automatically to prevent errors and defects. The book is part of the Lean Healthcare Series and is designed for individual or group learning. Each chapter includes reflection questions to facilitate understanding and stimulate discussion and action.

*Dynamic Capacity Management for Healthcare* Pierce Story, 2016-04-19 While hospitals can learn from other industries, they cannot be improved or run like factories. With work that is more individualized than standardized, and limited control over volume and arrivals, even the leanest-minded hospital must recognize that healthcare systems are more dynamic than nearly any work environment. Written with the creativity needed to navigate the rapidly changing landscape of healthcare, *Dynamic Capacity Management for Healthcare: Advanced Methods and Tools for Optimization* presents the unique new tools, methodologies, and thinking required of healthcare systems that want to survive and thrive in a reduced reimbursement, higher-cost world. Demonstrating his approaches and recommendations through case studies specific to the complex issues of healthcare delivery, Pierce Story, a long-time and passionate healthcare operations expert, shows how hospitals and health systems can make leaps in performance in an environment in which both financial and human resources are shrinking as expectations for clinical perfection continue to rise. Through its unique approach to the dynamic management of complex care systems, this volume raises the bar for what is possible. This text presents an excellent opportunity for healthcare's change agents to meet the challenges and responsibilities of our day.

*Lean Daily Management for Healthcare* Brad White, 2016-08-19 You likely don't need any more tools, programs, or workshops to improve your hospital. What you need is a simple and consistent approach to manage problem-solving. Filling this need, this book presents a Lean management system that can help break down barriers between staff, directors, and administration and empower front-line staff to resolve their own problems. *Lean Daily Management for Healthcare: A Strategic Guide to Implementing Lean for Hospital Leaders* provides practical, step-by-step guidance on how to roll out Lean daily management in a hospital setting. Ideal for leaders that may feel lost in the transition process, the book supplies a roadmap to help you identify where your hospital currently is in its Lean process, where it's headed, and how your role will change as you evolve into a Lean leader. Illustrating the entire process of implementing Lean daily management, the book breaks down the cultural progression of units into discreet, objectively measurable phases. It identifies what leaders at all levels of the organization must do to progress units into the next phase of development. Complete with case studies from different service areas in the hospital, the book explains how to link problem-solving boards together to achieve meaningful and measurable improvements in: the emergency department, the operating room, discharge times, clinics, quality, and patient satisfaction. After reading this book you will understand how consistent rounding, a few whiteboards, pen-and-paper data, and a focused effort on working the Plan-Do-Study-Act cycle can help you build a common problem-solving bench strength throughout your organization—establishing the framework upon which future improvement can be built.

**Lean-Led Hospital Design** Naida Grunden, Charles Hagoood, 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](http://www.modernhealthcare.com/section/LiveatHBS)

**Lean Implementation in Hospital Departments** A. Heri Iswanto, 2019-02-26 Lean healthcare is waste elimination in every service area with the goal of reducing inventory, cycle time of service, and cost, so that high-quality patient care can be provided in a way that is as efficient, as effective, and as responsive as possible while retaining the financial integrity of a hospital. The Lean philosophy in healthcare demands a person's attitude, in all aspects of care, understand the process which happens, observe it, and gather information in order to identify the root of an inefficiency of the process. In short, Lean and its emphasis on efficiency can be a critical tool in the management of health services in hospitals around the world. This book provides guidance and examples on how Lean principles can be implemented into the infrastructure and every day operations of a hospital from the emergency room to hospital facilities and maintenance. The book also demonstrates how Lean is the cultural commitment of organizations to implement the scientific method in designing, conducting, and improving work sustainably through teamwork, bringing in better value and satisfaction to the patient. It shortens the time between ordering and service delivery by eliminating waste from the service flow value. The author uses numerous examples of Lean thinking in various hospital departments with the overall goal of taking that department from good to great.

*Utilizing the 3Ms of Process Improvement in Healthcare* Richard Morrow, 2017-07-27 *Utilizing the 3Ms of Process Improvement in Healthcare* supplies step-by-step guidance on how to use the 3Ms of change leadership to improve healthcare processes. Complete with forms, templates, and healthcare case studies, it illustrates the proper application of the 3Ms. It weaves stories throughout the book of role models who have succeeded, as w

**Quality Management in a Lean Health Care Environment** Melissa Mannon, Daniel Collins, 2015-07-06 Quality in a lean health care setting has one ultimate goal—to improve care delivery and value for the patient. The purpose of this book is to provide a blueprint to hospitals, healthcare organizations, leaders, and patient-facing workers with tools, training, and

ideas to address quality within their organization. Examples from health care and other industries are provided to illustrate lean methodology and learn their application in quality. The reader can learn how other organizations improve quality, what their roles are, and what they do daily. By the end of the book, you will have learned actionable concepts and have the tools and resources to start improving quality.

*Lean Leadership for Healthcare* Ronald Bercau, 2013-04-23 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.

*Standard Work for Lean Healthcare* Thomas L. Jackson, 2012-07-30 Proven to increase efficiencies in the manufacturing sector, Standard Work has become a key element in reducing process waste, ensuring patient safety, and improving healthcare services. Part of the Lean Tools for Healthcare Series, this reader-friendly book builds on the success of the bestselling, *Standard Work for the Shopfloor*. *Standard Work for Lean Healthcare* explains how to apply this powerful Lean tool to increase patient safety and reduce the cost of providing healthcare services. It illustrates how standardization can help you establish best practices for performing daily work and why it should be the cornerstone for all of your continuous improvement efforts. Presented in an easy-to-assimilate format, the book describes work in terms of cycle time, work in process, takt time, and layout. It also: Defines the key concepts of standard work and explores the essential elements of a continuous improvement culture Provides detailed guidance through the process of creating, maintaining, and improving standards Illustrates the application of standardization and standard work in healthcare with a range of examples Includes access to helpful websites and further reading on standardization, standard work, the 5S System, and Lean healthcare A joint

effort between the Rona Consulting Group and Productivity Press, this book presents invaluable insights from pioneers in Lean thinking to help you avoid common mistakes that can lead to unnecessary wastes of time and resources. Each richly illustrated chapter includes a chapter summary, reflection questions, and margin assists that highlight key terms, how-to steps, and healthcare examples—making this an essential resource for healthcare professionals starting out on their Lean journey.

**Lean Six Sigma for Hospitals: Improving Patient Safety, Patient Flow and the Bottom Line, Second Edition** Jay Arthur, 2016-08-04 Simple Steps to Improve Patient Safety, Patient Flow and the Bottom Line This thoroughly revised resource shows, step-by-step, how to simplify, streamline, analyze, and optimize healthcare performance using tested Lean Six Sigma and change management techniques. Lean Six Sigma for Hospitals, Second Edition, follows the patient from the front door of the hospital or emergency room all the way through discharge. The book fully explains how to improve operations and quality of care while dramatically reducing costs—often in just five days. Real-world case studies from major healthcare institutions illustrate successful implementations of Lean Six Sigma. Coverage includes: • Lean Six Sigma for hospitals, emergency departments, operating rooms, medical imaging facilities, nursing units, pharmacies, and ICUs • Patient flow and quality • Clinical staff • Order and claims accuracy • Billing and collection • Defect and medical error reduction • Excel power tools for Lean Six Sigma • Data mining and analysis • Process flow charts and control charts • Laser-focused process innovation • Statistical tools for Lean Six Sigma • Planning and implementation

**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 o

Unveiling the Magic of Words: A Overview of "**Lean Hospitals Improving Quality Patient Safety And Employee Satisfaction**"

In a global defined by information and interconnectivity, the enchanting power of words has acquired unparalleled significance. Their ability to kindle emotions, provoke contemplation, and ignite transformative change is truly awe-inspiring. Enter the realm of "**Lean Hospitals Improving Quality Patient Safety And Employee Satisfaction**," a mesmerizing literary masterpiece penned by a distinguished author, guiding readers on a profound journey to unravel the secrets and potential hidden within every word. In this critique, we shall delve in to the book is central themes, examine its distinctive



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## **Table of Contents Lean Hospitals Improving Quality Patient Safety And Employee Satisfaction**

1. Understanding the eBook Lean Hospitals Improving Quality Patient Safety And Employee Satisfaction
  - The Rise of Digital Reading Lean Hospitals Improving
2. Identifying Lean Hospitals Improving Quality Patient Safety And Employee Satisfaction
  - Advantages of eBooks Over Traditional Books
  - Exploring Different Genres
  - Considering Fiction vs. Non-Fiction
  - Determining Your Reading
3. Choosing the Right eBook Platform
  - Popular eBook Platforms
  - Features to Look for in an Lean Hospitals Improving Quality Patient Safety And Employee Satisfaction
  - User-Friendly Interface
4. Exploring eBook Recommendations from Lean

- Hospitals Improving Quality Patient Safety And Employee Satisfaction
  - Personalized Recommendations
  - Lean Hospitals Improving Quality Patient Safety And Employee Satisfaction User Reviews and Ratings
  - Lean Hospitals Improving Quality Patient Safety And Employee Satisfaction and Bestseller Lists
- 5. Accessing Lean Hospitals Improving Quality Patient Safety And Employee Satisfaction Free and Paid eBooks
  - Lean Hospitals Improving Quality Patient Safety And Employee Satisfaction Public Domain eBooks
  - Lean Hospitals Improving Quality Patient Safety And Employee Satisfaction eBook Subscription Services
  - Lean Hospitals Improving Quality Patient Safety And Employee Satisfaction Budget-Friendly Options
- 6. Navigating Lean Hospitals Improving Quality Patient Safety And Employee Satisfaction eBook Formats
  - ePub, PDF, MOBI, and More
  - Lean Hospitals Improving Quality Patient Safety And Employee Satisfaction Compatibility with Devices
  - Lean Hospitals Improving Quality Patient Safety And Employee Satisfaction Enhanced eBook Features
- 7. Enhancing Your Reading Experience
  - Adjustable Fonts and Text Sizes of Lean Hospitals Improving Quality Patient Safety And Employee Satisfaction
  - Highlighting and Note-Taking Lean Hospitals Improving Quality Patient Safety And Employee Satisfaction
  - Interactive Elements Lean Hospitals Improving Quality Patient Safety And Employee Satisfaction
- 8. Staying Engaged with Lean Hospitals Improving Quality Patient Safety And Employee Satisfaction
  - Joining Online Reading Communities
  - Participating in Virtual Book Clubs
  - Following Authors and Publishers Lean Hospitals Improving Quality Patient Safety And Employee Satisfaction
- 9. Balancing eBooks and Physical Books Lean Hospitals Improving Quality Patient Safety And Employee Satisfaction
  - Benefits of a Digital Library
  - Creating a Diverse Reading Collection Lean Hospitals Improving Quality Patient Safety And Employee Satisfaction
- 10. Overcoming Reading Challenges
  - Dealing with Digital Eye Strain
  - Minimizing Distractions
  - Managing Screen Time
- 11. Cultivating a Reading Routine Lean Hospitals Improving Quality

- Patient Safety And Employee Satisfaction
- Setting Reading Goals Lean Hospitals Improving Quality Patient Safety And Employee Satisfaction
  - Carving Out Dedicated Reading Time
12. Sourcing Reliable Information of Lean Hospitals Improving Quality Patient Safety And Employee Satisfaction
- Fact-Checking eBook Content of Lean Hospitals Improving Quality Patient Safety And Employee Satisfaction
  - Distinguishing Credible Sources
13. Promoting Lifelong Learning
- Utilizing eBooks for Skill Development
  - Exploring Educational eBooks
14. Embracing eBook Trends
- Integration of Multimedia Elements
  - Interactive and Gamified eBooks

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