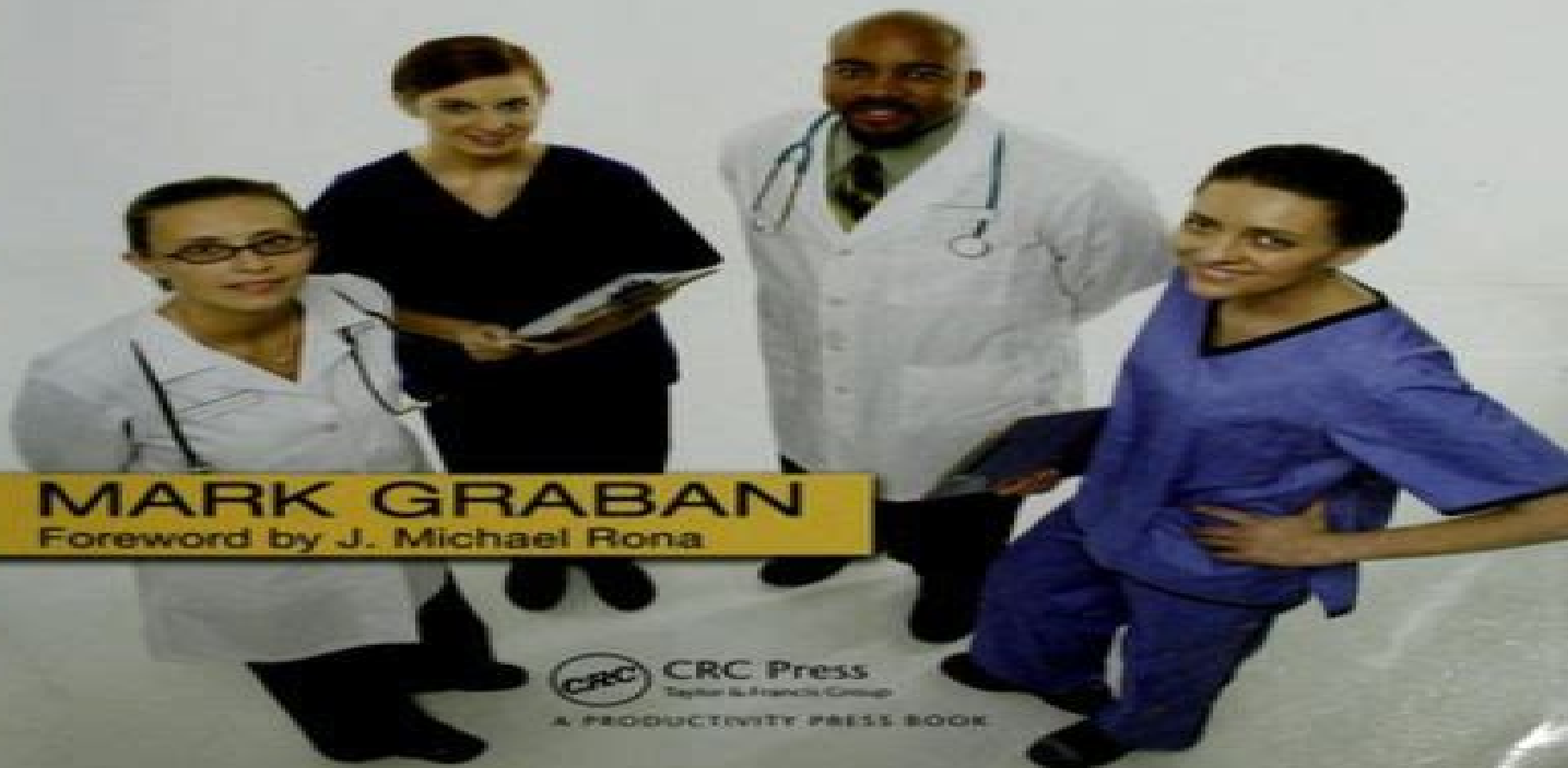


LEAN HOSPITALS

Improving Quality, Patient Safety, and Employee Satisfaction



MARK GRABAN

Foreword by J. Michael Rona



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A PRODUCTIVITY PRESS BOOK

Lean Hospitals Improving Quality Patient Safety And Employee Satisfaction By Mark Graban

Thomas L. Jackson



Lean Hospitals Improving Quality Patient Safety And Employee Satisfaction By Mark Graban:

Lean Hospitals Mark Graban, 2011-03-23 Winner of a 2009 Shingo Research and Professional Publication Prize Drawing on his years of working with hospitals Mark Graban explains why and how Lean can be used to improve safety quality and efficiency in a healthcare setting After highlighting the benefits of Lean methods for patients employees physicians and the hospital itself he explains how Lean manufacturing staples such as Value Stream Mapping and process observation can help hospital personnel identify and eliminate waste in their own processes effectively preventing delays for patients reducing wasted motion for caregivers and improving the quality of care Additionally Graban describes how Standardized Work and error proofing can prevent common hospital errors and details root cause problem solving and daily improvement processes that can engage all personnel in systemic improvement A unique guide for healthcare professionals **Lean Hospitals** clearly elaborates the steps they can take to begin the proactive process of Lean implementation The book has an accompanying website with more information Mark Graban was quoted in a July 2010 New York Times article about lean hospitals Given the increase in candidates from the health services sector the Lean Certification and Oversight Appeals committee has approved **Lean Hospitals** by Mark Graban as recommended reading in pursuit of the Lean Bronze Certification exam Mark Graban speaks about his book on the CRC Press YouTube channel

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, 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

Lean Hospitals Mark Graban, 2012 The new edition of this Shingo Prize winning international bestseller lays out a framework for defining and understanding Lean hospitals It starts off by examining the challenges faced by hospitals including rising costs falling reimbursement rates employee retention and patient safety and satisfaction Full of examples and case studies the second edition has been updated to reflect current pressures on hospitals including the Affordable Care Act and includes new and updated case studies New material includes discussions on process audits performance measures and suggestion management as well as a new chapter on strategy deployment Provided by publisher *Lean Hospitals* Mark Graban, 2016

Mistake Proofing for Lean Healthcare Samuel Carlson MD, Maura May, 2017-07-27 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

Value Stream Mapping for Healthcare Made Easy Cindy Jimmerson, 2017-07-26 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 improve 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 **Leading Health Care Transformation** Maulik Joshi, Dr.P.H., Aaron George, DO, 2023-10-16 Readers should go broad and go deep with this book Readers who do both will find this book a valuable framework for approaching the complexities of leading health care organizations today it will provide a framework for approaching the work and that framework is one likely to lead to business success and personal satisfaction From the Foreword by Thomas H Lee MD Chief Medical Officer Press Ganey and Senior Physician Brigham and Women s Hospital The U S health care system continues to undergo transformation with a rate of change that has accelerated in recent years This rapidly evolving field requires a new level of astute clinical leadership The bottom line is that physician leadership will be the key ingredient for any dramatic change in our health care system and a fundamental driver of outcomes for patients and communities Leading Health Care Transformation prepares physician leaders with the evidence tools and ideas to make and lead systemic improvement This second edition provides fresh insights new evidence and modern topics with revised and updated chapters Each chapter is complete with contemporary evidence pragmatic case studies lessons learned and action steps for physician leaders This second edition of Leading Health Care Transformation is a succinct and practical primer on 16 key topics in health care transformation Physician leadership is critical to transform care this book will help guide the way

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 plan **Health Progress** ,2009 **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 Perils of Un-Coordinated Healthcare** Patricia Morrill,2017-05-08 This book fills the need for exposing how preventable harm is a system wide problem and provides a step by step model to apply for raising process improvement to a strategic level The approach is ideal for team training purposes the first chapter is a patient s case study followed by discussion questions in the second chapter the third chapter focuses on workforce conditions the fourth chapter is about leading change the fifth chapter unveils a 10 step model in process improvement strategy deployment that begins with application in practice at a Wisconsin hospital and the sixth chapter gives instruction on how to apply the 10 step model using the case study from the first section [Building a Lean Service Enterprise](#) Debashis Sarkar,2016-12-19 This book provides an assorted set of reflections lessons from the trenches of Lean service and brings to fore leadership challenges new tools and the known unknowns insights that very few know but many in journey of Lean transformation need to know Lean has the ability to address a wide range of problems faced by service companies such as complexity reduction sales force productivity enhancement operations risk control cost leadership combining scale with flexibility service excellence and improving employee morale and involvement Many of the principles discussed in the book are based on the author s first hand experience in Lean implementation *The Lean Handbook* Anthony Manos,Chad Vincent,2010-11-19 This handbook s intention is to gather into a single reference the information related to the joint lean certification program of SME AME The Shingo Prize and ASQ This book will enhance your understanding of the certification s Body of Knowledge BOK as a whole and give you a more holistic look at lean This comprehensive handbook covers all the topics included in the BOK cultural enablers continuous process improvement consistent lean enterprise culture and business results Written by a team of lean experts with years of experience in the field it will be indispensable to anyone interested in

implementing and sustaining a lean initiative The book is written by design at the Bronze Level for certification knowledge This means that the weightings used in the Lean BOK for the Bronze Certification were considered for the depth and breadth of material considered for each rubric By addressing the Lean BOK at the Bronze Level this book provides a basic understanding of the lean principles systems and tools at a tactical level to drive improvements with measureable results Material from several lean practitioners with differing backgrounds and experience has been gathered to create this handbook which serves as an ideal starting point for practitioners who want both a holistic view of lean in general and also specifically the BOK of this groundbreaking joint certification program *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 mutually reinforcing goals, this book challenges that assumption **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 of conducting an effective kaizen workshop one that is well planned well implemented and well monitored The information is presented in an easy to assimilate format Numerous illustrations reinforce the text and margin assists call your attention to key terms healthcare examples and how to steps Throughout the book you will be asked to reflect on questions that will help you apply the concepts and techniques in your own workplace Defining the key concepts and elements of the production of healthcare services the text delineates the differences between healthcare processes and the individual cycles of work that those processes link together It also Provides foundational information on kaizen and kaizen workshops defining the key roles for success Explains exactly how to plan and prepare Presents examples of how to present workshop results and how to follow up Includes a concise summary of kaizen workshop steps Supplies a list of additional resources for learning more about the different kinds of improvement methodologies you might want to implement in your kaizen workshops If your healthcare organization fully applies the steps detailed in this book it will gain much more than the knowledge of how to conduct a workshop Through kaizen you will empower your employees to make positive change a reality And incrementally kaizen workshops will Safer Hospital Care Dev Raheja, 2019-05-29 According to the National Patient Safety Foundation about 440 000 deaths from hospital mistakes are expected in 2018 These mistakes are preventable but the number of deaths has been increasing for the last two decades instead of decreasing This book describes how to prevent deaths at very low cost and get very high return on investment ROI The unique feature of this book is that it teaches the tools of innovation that anyone can master It teaches healthcare staff how to manage innovation efficiently and quickly because each patient life is

critical This second edition points out why the present methods are ineffective and shows how to find elegant solutions that are simple comprehensive and produce high return on investments The second edition contains all updated material with the addition of a new chapter on systems engineering for robust improvements a practice that has been applied in most high risk industries such as aerospace defense and NASA for years It aims at redesigning systems to make sure right things right coordination and right integration happens in healthcare systems

Mapping Clinical Value Streams Thomas L. Jackson, 2017-07-27 Tens of thousands of patients die unnecessarily every year as a result of errors and defects in our healthcare processes Those that survive often pay too much for the privilege The value stream mapping methods described in Mapping Clinical Value Streams will help you achieve more efficient health care processes and will pave the way to an improved medical system with significantly reduced medical errors and other costly waste Part of the Lean Tools in Healthcare series this user friendly book will help you understand how to use value stream mapping to provide quality patient centered care Value stream mapping is a powerful tool for observing and depicting processes as they truly are and for envisioning and reconfiguring the same processes to eliminate errors and other waste With this book you ll learn how to Map current state processes Create a future state map with processes streamlined through flow and pull Manage the rollout of your future state with A3 project plans Presented in a highly organized and easy to assimilate format the book includes examples from actual healthcare processes plus numerous illustrations and margin assists that call your attention to key points Value stream mapping icons make it easy to see and understand the ebb and flow of healthcare processes Each chapter also includes a summary for quick review Throughout the book you will be asked to reflect on questions that will help you apply these concepts and techniques to your own workplace To be competitive in today s marketplace you cannot afford to leave processes unexamined or let them become haphazard You must apply conscious quality attention to continuously see and fix your healthcare processes In Mapping Clinical Value Streams Shingo Prize winning author Thomas L Jackson shows you how

The Definitive Guide to Emergency Department Operational Improvement Jody Crane MD MBA, Chuck Noon PhD, 2017-07-27 In a unique and integrated approach The Definitive Guide to Emergency Department Operational Improvement Employing Lean Principles with Current ED Best Practices to Create the No Wait Department exposes you to the academics behind managing the complex service environment that is the ED The book combines applied management science and ED experi

The Enigmatic Realm of **Lean Hospitals Improving Quality Patient Safety And Employee Satisfaction By Mark Graban**: Unleashing the Language is Inner Magic

In a fast-paced digital era where connections and knowledge intertwine, the enigmatic realm of language reveals its inherent magic. Its capacity to stir emotions, ignite contemplation, and catalyze profound transformations is nothing in short supply of extraordinary. Within the captivating pages of **Lean Hospitals Improving Quality Patient Safety And Employee Satisfaction By Mark Graban** a literary masterpiece penned by way of a renowned author, readers set about a transformative journey, unlocking the secrets and untapped potential embedded within each word. In this evaluation, we shall explore the book's core themes, assess its distinct writing style, and delve into its lasting effect on the hearts and minds of those that partake in its reading experience.

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