

## Healthcare Kaizen Engaging Front Line Staff In Sustainable Continuous Improvements

Among the first books to focus on physician engagement during a Lean effort, *Sustaining Lean in Healthcare: Developing and Engaging Physician Leadership* explains how to ensure ongoing physician participation long after the consultant leaves. Dr. Michael Nelson, an early adopter of Lean in healthcare, explains how to use these synergistic tools to achieve consistently high levels of quality and clinical care outcomes. The book begins with a Lean primer that provides a firm foundation in essential Lean concepts—including value stream maps, 6S, Kanban, Heijunka, and Gemba Walks. Next, it examines how to create a physician engagement plan and covers the specific responsibilities of physician leadership through the Lean transformation. Explaining what to look for when judging success, it provides numerous examples that demonstrate how to sustain success over the long term. Complete with tips for spotting the danger signs that might indicate your plan is off course, this book details time-tested techniques and strategies for reducing waste in healthcare. It supplies a methodology for establishing shared expectations of success with your medical team early on in the process, as well as a proven framework for simultaneous Lean deployment across multiple locations. Praise for the book: In this book, Dr. Nelson draws on his forty years of medical practice and his experience as an early adopter of Lean for healthcare, to identify a crucial piece to aligning healthcare organizations for success; Physician Engagement. ... Healthcare executives and clinicians will appreciate and learn from Dr. Nelson's insight. —Robert Iversen, Director, Accenture Management Consulting ... Instead of writing another how-to book, Mike has taken the opportunity to provide insights that are sure to help any healthcare organization sustain the impact of its Lean engagement. —Rick Malik, Worldwide Director, ValuMetrix® Services, Ortho Clinical Diagnostics ... provides realistic estimates of timelines for projects, expected satisfaction, quality, and financial paybacks, as well as the time commitments required for Lean healthcare initiatives to become durable successes. —David Mann, PhD, Principal, David Mann Lean Consulting ... simplifies and organizes the steps needed to effectively and successfully take advantage of the significant contributions Lean management can make ... . —Edward D. Martin, MD, Co-Founder and Chairman Emeritus, Martin Blanck & Associates, Inc. Lean has become a critical predictor of successful systems going forward. *Sustaining Lean in Healthcare* is the book to get this done. —Stephen C. Beeson MD, Author of *Engaging Physicians, A Manual to Physician Partnership* Innovations in management are becoming more numerous and diverse, and are appearing in organizations providing many different kinds of products and services. The purpose of this book is to examine whether some widely-promoted examples of these management innovations – ranging from techniques such as Kaizen to styles of leadership and the management of learning – can usefully be applied to organizations which provide healthcare, and applied in different kinds of health systems. *Management Innovations for Healthcare Organizations* is distinctive in selecting a wide and diverse range and selection of managerial innovations to examine. No less distinctively, it makes an adaptive, critical scrutiny of these innovations. Neither evangelist nor nihilist, the book instead considers how these innovations might be adapted for the specific task of providing healthcare. Where evidence on these points is available, the book outlines that too. Consequently the book takes an international approach, with contributions from Europe, the Middle East, Australia and North America. Each contributor is an expert in the management innovation which they present. This combination of features makes the book unique.

With rapid advancement in technology and materials in total knee arthroplasty (TKA), long-term survival and function of the total knee is now more and more dependent on restoring accurate limb alignment, precise component position and optimum soft-tissue balance. Proper technique is key to ensuring this and is all the more crucial and challenging to achieve in arthritic knees with severe and complex deformities. Correction of such knee deformities forms an important part of TKA for orthopedic surgeons working in both emerging and developed nations. *Deformity Correction in Total Knee Arthroplasty* fills the void that exists in treating severe and complex knee deformities and the use of computer-navigation in TKA. It covers the principles of deformity correction and soft-tissue balancing in primary TKA in an illustrative, step-wise and algorithmic fashion. Starting with the initial key step of preoperative planning, this book goes on to specifically describe how to deal with different types of deformities encountered in patients who undergo TKA - varus, valgus, flexion, hypertension, rotational and extra-articular deformities - as well as the stiff knee, the unstable knee, osteotomies in primary TKA and postoperative pain management and rehabilitation. This focused how-to manual includes plentiful images and clear, concise text from authors who have performed thousands of TKAs, making it a must-have reference for any surgeon unfamiliar or frequently confronted with this type of procedure.

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*.



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>

Courageous Leadership: The Missing Link to Creating a Lean Culture of Excellence is one of the firsts of its kind to wade through the confusion among leaders on selecting the type of change approach that will get the best results in their organization. It educates the senior executive leaders and organizational excellence practitioners on the different characteristics of change and answers why the approach to incremental and transitional change cannot deliver the results expected from a transformational change. The author shares his experiences from leading several small and large scale organization transformations in multiple industries across different countries on how to establish a robust foundation for an excellence journey and integrate strategy into daily operations. This book elaborates on the types of courage and what it means to be a courageous leader while leading change in difficult situations, and what leaders do differently for putting the organization on a path to excellence and culture transformation. This book shares an innovative design, a methodology and an approach that combines best practices and principles from Malcolm Baldrige, Shingo, Lean, Six Sigma, Balanced Scorecard, accreditation, change management, patient and family-centered care, the Competing Values Framework, the LEADS framework, and the project management body of knowledge. The implementation of this model at a hospital in Canada propelled the organization further ahead on their transformational journey compared to other organizations that started much earlier. Sensei in Japanese means Teacher and Gyaan in Sanskrit means Knowledge. Brief sections on 'Sensei Gyaan' have been interspersed throughout the book to provide valuable tips to the readers based on author's experiential learnings over the past two decades. This book serves as a practical guide for senior executive leaders and organizational excellence practitioners, who wish to embark or are in various stages of their organizational excellence and culture transformation journey. Readers will be guided through 26 elements necessary for establishing a robust foundation and an additional set of 22 Management System elements required to create and sustain a culture of quality across the organization. For leaders in healthcare, the book provides a framework, guiding principles, and associated practices that support the implementation of the 4 core concepts of patient and family centered care namely, dignity and respect, information sharing, participation and collaboration. Included in the book are several examples with creative visuals, ready-to-use templates and standard works, models, guiding principles, and strategies based on best practices to assist leaders in their organization excellence journey.

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

This book offers a comprehensive overview to chronic illness care, which is the coordinated, comprehensive, and sustained response to chronic diseases and conditions by a range of health care providers, formal and informal caregivers, healthcare systems, and community-based resources. Using an ecological framework, which looks at the interdependent influences between individuals and their larger environment, this unique text examines chronic illness care at multiple levels and includes sections on the individual influences on chronic illness, the role of family and social networks, and how chronic care is provided across the spectrum of health care settings; from home to clinic to the emergency department to hospital and residential care facilities. The book describes the organizational frameworks and strategies that are needed to provide quality care for chronically ill patients, including behavioral health, care management, transitions of care, and health information technology. The book also addresses the changing workforce needs in health care, and the fiscal models and policies that will be required to meet the needs of this population, with a focus on sustaining the ongoing transformation in health care. This book acts as a major reference for practitioners and students in medicine, nursing, social work, allied health, and behavioral medicine, as well as stakeholders in public health, health policy, and population health.

The healthcare system of today's westernised civilisation holds a paradox: on the one hand, hospitals equipped with state-of-the-art-technology and well-educated staff working under best hygienic conditions is regarded standard. On the other hand, our healthcare system is ailing and cutbacks in capital spending, wages and personnel appear on the agenda. Accordingly, a more sophisticated approach that helps hospitals to work efficiently and effectively is needed. Among quality management tools, Lean is one suitable methodology that can help healthcare organisations out of the dilemma. Originally, Lean is a management methodology that goes back to production processes with the main aim to increase output by reducing input. The lean philosophy has its origin in the Japanese manufacturing industry and is strongly bound to the Toyota Production System (TPS). In hospitals, Lean is ideally based on three main pillars: process optimisation, patient-oriented management as well as engaging and leading employees. The first chapter of the book deals with the main principles and tools of Lean to give readers an overview about the basic ideas of this management philosophy. The understanding for waste and wasteful activities will be enhanced and tools such as Kanban, Kaizen and Value Stream Mapping, that are helpful for identification and elimination of waste, will be introduced. Furthermore, new terms and concepts such as Lean Sigma, telemedicine and e-health are examined. For Lean to tap its full potential, human aspects must be considered likewise. One of the most important aspects in hospitals is the successful management of patients. The second chapter concentrates on factors that positively influence the bottom line in a hospital. Thus, patient satisfaction, strategic alliances in the healthcare environment and hospital marketing are of main focus since all these aspects are considered value-adding steps that help to increase service quality and to streamline processes in hospitals. Additionally, effective lean management concentrates on successful leading and engaging employees. Lean management does not happen on its own: it needs visionary leadership and expert knowledge. Lean management calls for a reflected interaction with employees. Hence, the third chapter deals with employee satisfaction and motivation and how this contributes to a sound and proper basis for smooth implementation of lean processes. Implemented correctly, the Lean message is 100% [...]

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TWI and Kata, the authors describe their own journey in helping organizations discover and develop systems that function like well-designed and smooth-running machines while capturing the humanistic aspects of the foundational skills that emphasize the inherent synergy of the system. Readers will learn to help their own organizations "connect the dots" between the various pieces of Lean methodology and effectively create their own management systems that ultimately fulfil customers' needs and expectations.

The definitive, fully up-to-date guide to continuous improvement in the workplace "An updated version of a classic book that shares a wealth of new healthcare examples and case studies from around the world. The methods in this book will help you improve quality and safety, reduce waiting times, and improve the long-term financial position of your organization. Highly recommended!" --Mark Graban, author of Lean Hospitals and coauthor of Healthcare Kaizen "Every business faces the iron triangle of quality, cost, and delivery. Conventional thinking claims you cannot have all three. Not only does Mr. Imai turn that thinking on its head, but he shows you exactly how to do it." -- Matthew E. May, author of The Elegant Solution and The Laws of Subtraction "Masaaki Imai has done it again. The second edition of his famous book not only describes all the tools necessary for any type of business to implement a lean strategy but also includes a large number of excellent case studies." -- Art Byrne, author of The Lean Turnaround Written by Masaaki Imai, pioneer of modern business operational excellence and founder of the Kaizen Institute, Gemba Kaizen, Second Edition is an in-depth revision of this renowned, bestselling work. The book reveals how to implement cost-effective, incremental improvements in your most critical business processes. Global case studies from a wide range of industries demonstrate how gemba kaizen has been successfully used to: Maximize capacity and reduce inventory at Unga Limited, one of Kenya's largest flour-milling operations Change the IT culture at Achmea, a large European insurance firm Exceed customer expectations at Walt Disney World in the United States Improve quality at Inoue Hospital in Japan Transform retail processes at Sonae MC, Portugal's largest employer Practice daily kaizen at Tork Ledervin, a weaving plant in Brazil Stamp out muda at Sunclipse, an industrial packaging distributor in the United States Manage quality improvement by total workforce involvement at Xuji Group Corporation, an electrical manufacturer in China Implement gemba kaizen at many other companies worldwide To thrive in today's competitive global economy, organizations need to operate more effectively and profitably than ever before. Developing problem solvers, increasing productivity, improving quality, and reducing waste are essential success factors. Proven strategies for achieving these goals are included in this pioneering guide. This comprehensive resource offers detailed coverage of important gemba kaizen topics, including: Quality, cost, and delivery in the gemba The five steps of workplace organization Identifying and eliminating muda--any non-value-adding activity Visual management Supervisors' roles in the lean workplace Gemba managers' roles and accountability in sustaining high performance Just-in-time and total flow management The CEO's role in leading a kaizen culture The methods presented in Gemba Kaizen, Second Edition reveal that when management focuses on implementing kaizen (incremental, continuous improvement) in the gemba (the worksite) unique opportunities can be discovered for increasing the success and profitability of any organization.

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Winner of a Shingo Research and Professional Publication Award The new edition of this Shingo Prize-winning bestseller provides critical insights and approaches to make any Lean transformation an ongoing success. It shows you how to implement a sustainable, successful transformation by developing a culture that has your stakeholders throughout the organizational chart involved and invested in the outcome. It teaches you how to successfully navigate the politics in cross-functional process improvement projects, and to engage executives in ways that are personally meaningful to them. If you are a leader at any level in an organization undergoing or considering a Lean transformation, this is where you should start and finish ... and start again. Read the Reviews: "This book became an instant classic in the literature of professional operations. In this third edition, David Mann updates and expands his teaching with five additional years of valuable experience and expertise derived from his very active, multi-industry consultancy. I have benefitted greatly from his writing and wholeheartedly recommend this book to be top-of-the desk of any serious Lean practitioner or performance transformation leader." — Raymond C. Floyd, two-time Shingo Prize Winner, President and CEO, Plasco Energy Group "David Mann builds substantially on his seminal work on the Lean management system. The book is full of new insight and polishes the most important ideas about Lean management. The new chapter on engaging executive leadership alone is worth the price of the book." — Peter Ward, Richard M. Ross Professor and Chair, Department of Management Science, Fisher College of Business, The Ohio State University "This book has long been my 'go-to' guide on Lean management practices that help create a culture of continuous improvement and excellence. I have recommended the book to countless healthcare leaders who rave about how helpful it is in translating Lean principles into daily management behaviors. The healthcare examples make it even more relevant as a must read for any hospital leader who aims to move beyond Lean tools.." —Mark Graban, author of Lean Hospitals, co-author of Healthcare Kaizen and The Executive Guide to Healthcare Kaizen "As more companies outside the manufacturing sector pursue Lean transformations, Creating a Lean Culture is as critical a resource as ever. Breaking down silos and navigating tricky internecine politics remain a momentous challenge, and Mann's case-based insights are an invaluable tool." — Peg Pennington, Executive Director, Center for Operational Excellence, Fisher College of Business, The Ohio State University "David has once again taken the topics that trip us up and put structure and guidance around them. His new work on executive involvement is worth the price of the book all by itself. Many of us have struggled with this topic and David provides a path to success." — Elizabeth M. King, Vice President Organizational Effectiveness, ESCO Corporation New in the Third Edition: Contains new chapter on engaging executives in Lean initiatives Includes 21 new case studies Presents new examples from the healthcare and process industries Includes additional gemba worksheets for learning and teaching Lean Provides expanded coverage of Lean applications in complex cross functional value stream process improvement projects Watch David Mann discuss how the latest edition of Creating a Lean Culture can help you and your organization succeed.

<http://www.youtube.com/watch?v=zX7jrtV3cBA&feature=youtu.be>

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