

## A3 Problem Solving For Healthcare A Practical Method For Eliminating Waste

The Institute of Medicine, Centers for Medicare and Medicaid, The Joint Commission, and other regulatory and accrediting bodies all agree that hospitals must be transformed into places where each patient receives quality care, every single time. In other words, zero defects. Helping to ensure quality at every level, high-reliability methods offer healthcare leaders the tools they need to achieve this noble goal. *Leading High-Reliability Organizations in Healthcare* details the attributes and practices that help high-reliability organizations (HROs) excel in the service they provide to their customers. Explaining what it takes to achieve high reliability in healthcare settings, it defines reliability as much more than just being safe, it describes how to measure reliability and paves the way to higher reliability. The book presents proven tools, concepts, and skills that leading healthcare organizations are using to improve safety and quality, including mistake proofing, Lean Six Sigma, and reliability engineering. It details the roles and responsibilities of the two key organizational components involved in achieving high reliability: leadership and the reliability "engineers" who apply reliability methods both technically and socially throughout the healthcare value stream. Rick Morrow, executive in HROs and now System Director of Quality, Safety, and Process Improvement at CHRISTUS Health, one of the largest non-profit healthcare systems, identifies the necessary infrastructure, methods, and analytics required to achieve and sustain higher reliability. He also suggests applications of high reliability concepts that have proven to work well in healthcare settings. The book includes numerous case studies that illustrate success stories of healthcare organizations achieving higher reliability, some achieving zero defects for years. It also contains case studies that examine examples of failures, so you can avoid making the same mistakes.

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.

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

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

I am encouraged to see healthcare leaders looking beyond the ways they have always done things in the past to implementing innovative solutions such as Lean to curb the industry's skyrocketing costs, poor quality, nursing shortages and employee dissatisfaction; all symptoms of deeper problems inherent in the system itself. Today's forward looking healthcare providers have realized the financial and moral imperatives for improving quality and safety and eliminating waste as strategies for responding to their pressing challenges. *Lean Healthcare* (adapted from the Toyota Production System) is not just for manufacturing or another short-term fix; it's a way to transform an entire organization into a safe and high-quality, high-performing healthcare delivery system. If implemented properly, it can be the "how to" for managing change and creating continuous improvement.

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

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.

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.

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® Redpaper™ 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.

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.

The book follows a proven training outline, including real-life examples and exercises, to teach healthcare professionals and students how to lead effective and successful Root Cause Analysis (RCA) to eliminate patient harm. This book discusses the need for RCA in the healthcare sector, providing practical advice for its facilitation. It addresses when to use RCA, how to create effective RCA action plans, and how to prevent common RCA failures. An RCA training curriculum is also included. This book is intended for those leading RCAs of patient harm events, leaders, students, and patient safety advocates who are interested in gaining more knowledge about RCA in healthcare.

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

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.

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.

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 necessarily 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 groundbreaking applications of Lean management in emergency rooms, operating rooms, labs, hospitals, and major medical centers.

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.

"Nathan Tierney's powerful storytelling is rarely seen in today's health care business environment. We must redesign the health care delivery system---a team sport in service of patients, hold it accountable with measurement to improve outcomes, and quantify the resource costs over the full cycle of care. Value-based health care is a framework through which these goals are achieved, and Tierney provides a detailed playbook to get your organization there. Outlined in incredible detail and clarity, he presents core concepts and dives into the key metrics needed to build, maintain, and scale a successful value-based health care organization. Nathan shares a realistic vision of what any CEO should expect when developing their own Value Management Office. Nothing is more important to me than improving the lives of those I love. My personal mission is to create systemic change with an impact on the global stage. This playbook needs to be on the desk of every executive, clinician, and patient today." -Mahek Shah, MD, Senior Researcher and Senior Project Leader, Harvard Business School Our current healthcare system's broken. The Organization for Economic Co-Operation and Development (OECD) predicts health care costs could increase from 6% to 14% of GDP by 2060. The cause of this increase is due to (1) a global aging population, (2) growing affluence, (3) rise in chronic diseases, and (4) better-informed patients; all of which raises the demand for healthcare. In 2006, Michael Porter and Elizabeth Teisberg authored the book 'Redefining Health Care: Creating Value-Based Competition on Results.' In it, they present their analysis of the root causes plaguing the health care industry and make the case for why providers, suppliers, consumers, and employers should move towards a patient-centric approach that optimizes value for patients. According to Porter, "value for patients should be the overarching principle for our broken system." Since 2006, Professor Porter, accompanied by his esteemed Harvard colleague, Professor Robert Kaplan, have worked tirelessly to promote this new approach and pilot it with leading healthcare delivery organizations like Cleveland Clinic, Mayo Clinic, MD Anderson, and U.S. Department of Veteran Affairs. Given the current state of global healthcare, there is urgency to achieve widespread adoption of this new approach. The intent of this book is to equip all healthcare delivery organizations with a guide for putting the value-based concept into practice. This book defines the practice of value-based health care as Value Management. The book explores Professor Porter's Value Equation (Value = Outcomes/ Cost), which is central to Value Management, and provides a step-by-step process for how to calculate the components of this equation. On the outcomes side, the book presents the Value Realization Framework, which translates organizational mission and strategy into a comprehensive set of performance measures and contextualizes the measures for healthcare delivery. The Value Realization Framework is based on Professor Kaplan's ground-breaking Balanced Scorecard approach, but specific to healthcare organizations. On the costs side, the book details the Harvard endorsed time-driven activity based costing (TDABC) methodology, which has proven to be a modern catalyst for defining HDO costs. Finally, this book covers the need and a plan to establish a Value Management Office to lead the delivery transformation and govern operations. This book is designed in a format where any organization can read it and acquire the fundamentals and methodologies of Value Management. It is intended for healthcare delivery organizations in need of learning the specifics of achieving the implementation of value-based healthcare.

You know your organization needs creativity. Your improvement program is effective, but you're not making the real breakthroughs you were anticipating. Your employees struggle to create innovative change, while you struggle with how to help them. Your lean advisors talk about a "different way of thinking," but how do you get there? In this unique and uplifting book, Bella Englebach shows how the principles and tools of Creative Problem Solving drive deep and creative thinking when used with lean problem-solving approaches. In this book, you will learn how you can encourage creative thinking, how to support the creative thinking of your peers and employees, and how to help everyone in your organization develop high-value insights to advance strategy. Amid a lean deployment, Beth, a mid-level manager, is shocked to find that she has been assigned not one, but two coaches. Linda is her lean thinking coach, Carlo, a coach in Creative Problem Solving. As Beth faces serious business challenges, Linda and Carlo guide her to think deeply and creatively to solve problems and to become a strong lean thinking leader. You will follow her journey and see how Creative Problem Solving tools enhance lean thinking at every step. Creatively Lean is your roadmap to going beyond as a lean thinker and leader. Creatively Lean is more than a business novel. Appendices provide insight into the history of Creative Problem Solving, tools for divergent and convergent thinking, and tips on how to use Creative Problem Solving with A3 thinking. Use the book club questions to spur group discussion or for self-study.

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.

This text uses a case-based approach to share knowledge and techniques on how to operationalize much of the theoretical underpinnings of hospital quality and safety. Written and edited by leaders in healthcare, education, and engineering, these 22 chapters provide insights as to where the field of improvement and safety science is with regards to the views and aspirations of healthcare advocates and patients. Each chapter also includes vignettes to further solidify the theoretical underpinnings and drive home learning. End of chapter commentary by the editors highlight important concepts and connections between various chapters in the text. Patient Safety and Quality Improvement in Healthcare: A Case-Based Approach presents a novel approach towards hospital safety and quality with the goal to help healthcare providers reach zero harm within their organizations.

Lean culture should be developed so that the goal to improve a process or business condition on a continuous basis can be achieved. Organizations with a lean culture have reaped many successful experiences in implementing lean, so it is seen as a legitimate methodology for organizations. New employees coming into an organization that has a lean culture will be taught to see, think, and feel from a lean perspective in dealing with problems in their job. Lean needs to be a cultural mindset for all for an organization to remain successful. The effort to build a lean culture relies on the support and active participation of leaders as the agents of change. Research shows that the success of a lean implementation is around 50% depending on leadership, while the remaining 30% is on finance, 10% on organization and culture, and 10% on skills and expert human resources. In general, leaders play a role in developing subordinates, problem-solving skills, and producing various continuous improvement efforts. In addition, leaders are responsible for encouraging subordinates to continuously use problem-solving tools as part of their efforts to improve their skills and deal with bigger problems. This book focuses on leadership and the tools required to support a lean initiative. Understanding the basic and valuable tools of lean provides the foundation for leaders in support of their organization initiative. Topics in the book include a description of the eight wastes, organizational level process mapping, lean metrics, and developing a future position. The author includes a discussion and samples of basic lean tools such as Kanban, standard work, and visual management. The author also describes the tools each leader needs to be successful with in creating a culture of lean thinking, including the leader task board, the process performance board, and process walk.

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.

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

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.

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The A3 Problem Solving Form is a practical problem solving tool first developed at Toyota. The A3 form is a Lean technique to streamline your problem solving process based on the PDCA cycle. Both intuitive and organized, the use A3 can empower organizations to overcome issues with practical solutions.

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.

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.

*A3 Problem Solving for Healthcare: A Practical Method for Eliminating Waste* Productivity Press

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*.

*Healthcare Affordability: Motivate People, Improve Processes, and Increase Performance* applies the Theory of Affordability across the Healthcare Enterprise. Affordability is realized when the Value delivered exceeds the Patient's requirements, while the expense for the quality resources required to deliver that Value is at a Cost less than the revenue received from the competitive pricing applied to the care. The aim of healthcare affordability is to attain performance excellence in all areas across the entire Healthcare Enterprise. The Healthcare Enterprise involves 5 types of providers: Healthcare Providers, Medicine and Pharmaceutical Providers, Machine and Device Providers, Service and Supplier Providers, and Insurance and Payment Providers. Obviously, one key focal point of healthcare affordability is affordable healthcare, a condition that has been chased for decades, but has yet to be achieved. This book provides a useful framework and foundation for any organization to pursue and achieve Affordability. Although there are many methods used to accomplish performance improvement, this approach has been proven successful with many organizations. It integrates strategic vision and direction, with operational goals and objectives and tactical targets and tasks. This book also provides a leadership strategy and structure for change and transformation, and a designed plan to execute an 18-month implementation program. Features: Affords patients and providers a better, faster, safer, and more affordable and profitable experience and approach Offers solutions for current state dilemmas, and provides a framework for future state success Increases the speed of delivery, improves the quality, and decreases the cost of care Provides methods and tools for linking and integrating strategic, operational and tactical goals *Healthcare Affordability: Motivate People, Improve Processes, and Increase Performance* provides readers with methods and means for solving the complex problem of affordable healthcare.

With rapidly rising healthcare costs directly impacting the economy and quality of life, resolving improvement challenges in areas such as safety, effectiveness, patient-centeredness, timeliness, efficiency, and equity has become paramount. Using a system engineering perspective, *Handbook of Healthcare Delivery Systems* offers theoretical foundations, methodologies, and case studies in each main sector of the system. It explores how system engineering methodologies and their applications in designing, evaluating, and optimizing the operations of the healthcare system could improve patient outcomes and cost effectiveness. The book presents an overview of current challenges in the healthcare system and the potential impact of system engineering. It describes an integrated framework for the delivery system and the tools and methodologies used for

performance assessment and process improvement with examples of lean concept, evidence-based practice and risk assessment. The book then reviews system engineering methodologies and technologies and their applications in healthcare. Moving on to coverage of the design, planning, control and management of healthcare systems, the book contains chapters on 12 services sectors: preventive care, telemedicine, transplant, pharmacy, ED/ICU, OR, decontamination, laboratory, emergency response, mental health, food and supplies, and information technology. It presents the state-of-the-art operations and examines the challenges in each service unit. While system engineering concepts have been broadly applied in healthcare systems, most improvements have focused on a specific segment or unit of the delivery system. Each unit has strong interactions with others and any significant improvement is more likely to be sustained over time by integrating the process and re-evaluating the system design from a holistic viewpoint. By providing an overview of individual operational sectors in the extremely complex healthcare system and introducing a wide array of engineering methods and tools, this handbook establishes the foundation to facilitate integrated system thinking to redesign the next generation healthcare system.

Senior experts within the Toyota Production System often draw simple maps when on the shop floor. These maps show the current physical flow of a product family and the information flow for that product family as the wind through a complex facility making many products. Much more important, these simple maps - often drawn on scrap paper - show where steps can be eliminated, flows smoothed, and pull systems introduced in order to create a truly lean value stream for each product family. In 1998 John Shook and Mike Rother of the University of Michigan wrote down Toyota's mapping methodology for the first time in *Learning to See*. This simple tool makes it possible for you to see through the clutter of a complex plant. You'll soon be able to identify all of the processing steps along the path from raw materials to finished goods for each product and all of the information flows going back from the customer through the plant and upstream to suppliers. In plain language and with detailed drawings, this workbook explains everything you will need to create accurate current state and future state maps for each of your product families and then to turn the current state into the future state rapidly and sustainably. 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

Communication is essential in a healthy organization. But all too often when we interact with people—especially those who report to us—we simply tell them what we think they need to know. This shuts them down. To generate bold new ideas, to avoid disastrous mistakes, to develop agility and flexibility, we need to practice Humble Inquiry. Ed Schein defines Humble Inquiry as “the fine art of drawing someone out, of asking questions to which you do not know the answer, of building a relationship based on curiosity and interest in the other person.” In this seminal work, Schein contrasts Humble Inquiry with other kinds of inquiry, shows the benefits Humble Inquiry provides in many different settings, and offers advice on overcoming the cultural, organizational, and psychological barriers that keep us from practicing it.

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.

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