

Transforming Health Care Virginia Mason Medical C

A Leadership Journey in Health Care Charles Kenney.2015-06-22 Since adapting the principles of the Toyota Production System to health care in 2002, Virginia Mason Health System has made enormous leaps forward in quality, safety, patient experience of care, and affordability. It has achieved world-class levels of patient satisfaction and has been honored as one of the safest hospitals in the country.A Leadersh

Relieving Pain in America Institute of Medicine,Board on Health Sciences Policy,Committee on Advancing Pain Research, Care, and Education.2011-10-26 Chronic pain costs the nation up to \$635 billion each year in medical treatment and lost productivity. The 2010 Patient Protection and Affordable Care Act required the Department of Health and Human Services (HHS) to enlist the Institute of Medicine (IOM) in examining pain as a public health problem. In this report, the IOM offers a blueprint for action in transforming prevention, care, education, and research, with the goal of providing relief for people with pain in America. To reach the vast multitude of people with various types of pain, the nation must adopt a population-level prevention and management strategy. The IOM recommends that HHS develop a comprehensive plan with specific goals, actions, and timeframes. Better data are needed to help shape efforts, especially on the groups of people currently underdiagnosed and undertreated, and the IOM encourages federal and state agencies and private organizations to accelerate the collection of data on pain incidence, prevalence, and treatments. Because pain varies from patient to patient, healthcare providers should increasingly aim at tailoring pain care to each person's experience, and self-management of pain should be promoted. In addition, because there are major gaps in knowledge about pain across health care and society alike, the IOM recommends that federal agencies and other stakeholders redesign education programs to bridge these gaps. Pain is a major driver for visits to physicians, a major reason for taking medications, a major cause of disability, and a key factor in quality of life and productivity. Given the burden of pain in human lives, dollars, and social consequences, relieving pain should be a national priority.

Lean Daily Management for Healthcare Field Book Gerard A. Berlanga,Brock C. Husby.2016-08-05 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.

Reverse Innovation in Health Care Vijay Govindarajan,Ravi Ramamurti.2018-06-19 Health-Care Solutions from a Distant Shore Health care in the United States and other nations is on a collision course with patient needs and economic reality. For more than a decade, leading thinkers, including Michael Porter and Clayton Christensen, have argued passionately for value-based health-care reform: replacing delivery based on volume and fee-for-service with competition based on value, as measured by patient outcomes per dollar spent. Though still a pipe dream here in the United States, this kind of value-based competition is already a reality--in India. Facing a giant population of poor, underserved people and a severe shortage of skills and capacity, some resourceful private enterprises have found a way to deliver high-quality health care, at ultra-low prices, to all patients who need it. This book shows how the innovations developed by these Indian exemplars are already being practiced by some far-sighted US providers--reversing the typical flow of innovation in the world. Govindarajan and Ramamurti, experts in the phenomenon of reverse innovation, reveal four

pathways being used by health-care organizations in the United States to apply Indian-style principles to attack the exorbitant costs, uneven quality, and incomplete access to health care. With rich stories and detailed accounts of medical professionals who are putting these ideas into practice, this book shows how value-based delivery can be made to work in the United States. This bottom-up change doesn't require a grand plan out of Washington, DC, agreement between entrenched political parties, or coordination among all players in the health-care system. It needs entrepreneurs with innovative ideas about delivering value to patients. Reverse innovation has worked in other industries. We need it now in health care.

Lean Leadership for Healthcare Ronald Bercaw.2013-04-23 Healthcare organizations that have already applied Lean thinking to their processes, with the diligence of effective management and strong leadership support, are now realizing the benefits of their efforts. And, many of those benefits surpass what was thought possible just a few years ago. To be successful, these organizations had to provide the leadership to arrive at their future state. Written by a Shingo Prize-winning author and Lean sensei, *Lean Leadership for Healthcare: Approaches to Lean Transformation* explains how to apply Lean improvement to both clinical and non-clinical processes. It presents valuable lessons learned by the author over the years of leading improvements in this complex industry and lays out a clear roadmap for initiating your Lean improvements. Illustrating the leadership behaviors required to achieve sustainable success, the book is ideal for leaders in the healthcare industry looking to initiate Lean improvements to clinical and non-clinical processes. It reviews the fundamentals of Lean and explains how to link a strategy of continuous improvement to corporate strategy to achieve operational excellence. It also describes how to mitigate the risk of failure when undergoing large-scale corporate change—including what can go wrong and how to prevent these failures. The book includes case studies that share the time-tested insights of healthcare team members and leaders. It outlines a management system for sustaining your Lean improvements and provides the Lean leadership approaches, thoughts, and visual tools you'll need to guide your organization along the path toward world-class healthcare performance.

Healing the Broken Mind Timothy A. Kelly.2009-08 We have come a long way over the past few decades in our understanding of mental illness and its potential treatments. Yet, tragically, many across the country who struggle with serious mental illness are unable to find effective, quality medical treatment. As a federal commission on mental health concluded, the system of care is in shambles. But why? And how do we fix it? Timothy A. Kelly, former Commissioner of Virginia's Department of Mental Health, Retardation, and Substance Abuse, brings his three decades of experience as mental health commissioner, psychology professor, and clinician to bear in confronting this crisis in America's mental health care system. In clear and accessible terms, he exposes the weaknesses in the current system, examining how and why one of the world's richest and most advanced countries has allowed its most vulnerable citizens to be victimized by the very system designed to help them. --Book Jacket.

Healthcare at a Turning Point Rita E. Numerof,Michael Abrams.2012-11-29 If the furious debate around the state of healthcare in the US has led to any consensus, it's that the system should be delivering better quality for less cost than it does. The truth is that our healthcare system is a sprawling mix of competing interests in which those of the patient are valued least. Too much discussion has devolved to simplistic scapegoating, and too few comprehensive, constructive solutions have been offered. It's time for a fresh vision. In straightforward language, *Healthcare at a Turning Point: A Roadmap for Change* outlines a new market-based business model that aligns industry financing mechanisms with the goals of prevention, improved quality, and reduced costs. Drawing on more than 25 years of cross-industry consulting experience, the authors: Articulate a market-based vision of the industry Examine past efforts to reduce costs, their failures and their unanticipated consequences Spotlight perverse incentives that distort the way the healthcare system operates and make it less than it could be Present concrete recommendations for change within the healthcare delivery, insurance, pharmaceutical, device and diagnostics sectors Explain the changes that employers, consumers and policy makers can make to

create a more customer-responsive system that delivers more value For all the uncertainty in the current environment, there is also a rare opportunity to fundamentally redefine who wins in this market. Healthcare at a Turning Point provides guidance to executives ready for that contest as well as a roadmap for change.

Getting to Standard Work in Health Care Patrick Graupp,Martha Purrier.2017-09-28 Addressing the challenges involved in achieving standard work in health care, Getting to Standard Work in Health Care: Using TWI to Create a Foundation for Quality Care describes how to incorporate the most widely used Training Within Industry (TWI) method, the Job Instruction (JI) training module, to facilitate performance excellence and boost emp

Transforming Health Care Charles Kenney.2010-11-08 For decades, the manufacturing industry has employed the Toyota Production System the most powerful production method in the world to reduce waste, improve quality, reduce defects and increase worker productivity. In 2001, Virginia Mason Medical Center, an integrated healthcare delivery system in Seattle, Washington set out to achieve its compe

Transforming Health Care Scheduling and Access Institute of Medicine,Committee on Optimizing Scheduling in Health Care.2015-08-24 According to Transforming Health Care Scheduling and Access, long waits for treatment are a function of the disjointed manner in which most health systems have evolved to accommodate the needs and the desires of doctors and administrators, rather than those of patients. The result is a health care system that deploys its most valuable resource--highly trained personnel--inefficiently, leading to an unnecessary imbalance between the demand for appointments and the supply of open appointments. This study makes the case that by using the techniques of systems engineering, new approaches to management, and increased patient and family involvement, the current health care system can move forward to one with greater focus on the preferences of patients to provide convenient, efficient, and excellent health care without the need for costly investment. Transforming Health Care Scheduling and Access identifies best practices for making significant improvements in access and system-level change. This report makes recommendations for principles and practices to improve access by promoting efficient scheduling. This study will be a valuable resource for practitioners to progress toward a more patient-focused How can we help you today? culture.

The Healthcare Imperative Institute of Medicine,Roundtable on Evidence-Based Medicine.2011-01-17 The United States has the highest per capita spending on health care of any industrialized nation but continually lags behind other nations in health care outcomes including life expectancy and infant mortality. National health expenditures are projected to exceed \$2.5 trillion in 2009. Given healthcare's direct impact on the economy, there is a critical need to control health care spending. According to The Health Imperative: Lowering Costs and Improving Outcomes, the costs of health care have strained the federal budget, and negatively affected state governments, the private sector and individuals. Healthcare expenditures have restricted the ability of state and local governments to fund other priorities and have contributed to slowing growth in wages and jobs in the private sector. Moreover, the number of uninsured has risen from 45.7 million in 2007 to 46.3 million in 2008. The Health Imperative: Lowering Costs and Improving Outcomes identifies a number of factors driving expenditure growth including scientific uncertainty, perverse economic and practice incentives, system fragmentation, lack of patient involvement, and under-investment in population health. Experts discussed key levers for catalyzing transformation of the delivery system. A few included streamlined health insurance regulation, administrative simplification and clarification and quality and consistency in treatment. The book is an excellent guide for policymakers at all levels of government, as well as private sector healthcare workers.

Health Care Reboot Michael J. Dowling,Charles Kenney.2018-11-23 Health Care Reboot - Megatrends Energizing American Medicine - injects a much-needed dose of optimism into the national health care debate. The book makes a compelling case that a series of powerful trends are leading the nation's health care system toward greater quality, safety, access, and affordability. The trends include historic breakthroughs in treatments for

heart disease and cancer; integration of behavioral health services into primary care; recognizing and acting upon the broad effect of social determinants of health; consumer empowerment focused on measures and outcomes that matter most to patients; paying for value rather than volume causing doctors and hospitals to shift to a newly aggressive proactive approach to caring for patients. Collectively, these trends are rebooting our health care system to better serve the needs of providers, payers, and, most importantly, patients.

Relationship-Based Care Mary Koloroutis.2004-06-15 The result of Creative Health Care Management's 25 years experience in health care, this book provides health care leaders with basic concepts for transforming their care delivery system into one that is patient and family centered and built on the power of relationships. Relationship-Based Care provides a practical framework for addressing current challenges and is intended to benefit health care organizations in which commitment to care and service to patients is strong and focused. It will also prove useful in organizations searching for solutions to complex struggles with patient, staff and physician dissatisfaction; difficulty recruiting and retaining and developing talented staff members; conflicted work relationships and related quality issues. Now in it's 16th printing, Relationship-Based Care has sold over 65,000 copies world-wide. It is the winner of the American Journal of Nursing Book of the Year Award.

Disrupting the Status Quo Charles Kenney.2017-05-30 We are in the midst of what may well be the most confusing, turbulent period in the history of modern medicine. This book seeks to cut through the fog and confusion that enshrouds the health care industry to provide clarity on where the industry stands today and where it is headed. The book defines the major challenges in health care through the journey of Northwell Health, one of the largest provider organizations in the country. The central issues in what is nearly one-fifth of the United States economy are played out daily within this not-for-profit organization. Northwell is New York state's largest workers, and \$11 billion in annual revenue. The book candidly portrays key leaders within Northwell on the most vexing challenges in health care: How to provide primary and specialty care spending; how to create and sustain an internal system of continuous learning to enable employees at all levels to stay current in an industry that is changing at warp speed; how to provide emergency services in a world where natural disasters and acts of terrorism are inevitable; how to identify new revenue streams to offset reductions from Medicare and Medicaid; and how to push outside the walls of hospitals and clinics to improve the overall health of individuals and communities by working on determinants of health beyond the typical medical practice. The book exists at the intersection of medicine, business, social and public policy. Harvard's Michael Porter has written widely on health care arguing that it is time for a fundamentally new strategy, but what, exactly? Where is the industry headed? What do the changes and the turbulence mean for patients, doctors, nurses? This book is the product of a learning journey both humbling and rewarding. Over time, lessons learned, improvements made, innovations conceived, have advanced Northwell Health in ways that, some years ago, might not have seemed possible. Northwell has become a national leader not because it is perfect, but because it remains steadfast in its journey to remain humble enough to know that whatever success may be achieved, the journey is about continuous learning and improvement. The goal of the book is to provide a deeper, clearer understanding of what is happening in health care and why; to help illuminate a pathway forward for patients and caregivers most of all, but also for policy-makers and the employers and others who pay for care.

Management Engineering Jean Ann Larson.2013-11-20 Increasing costs and higher utilization of resources make the role of process improvement more important than ever in the health care industry. Management Engineering: A Guide to Best Practices for Industrial Engineering in Health Care provides an overview of the practice of industrial engineering (management engineering) in the health care industry. Explaining how to maximize the unique skills of management engineers in a health care setting, the book provides guidance on tried and true techniques that can be implemented easily in most organizations. Filled with tools and documents to help readers communicate more effectively, it includes many examples and case studies that illustrate the proper application of these tools and techniques. Containing the contributions of accomplished healthcare process

engineers and process improvement professionals, the book examines Lean, Six Sigma, and other process improvement methodologies utilized by management engineers. Illustrating the various roles an industrial engineer might take on in health care, it provides readers with the practical understanding required to make the most of time-tested performance improvement tools in the health care industry. Suitable for IE students and practicing industrial engineers considering a move into the health care industry, or current healthcare industrial engineers wishing to expand their practice, the text can be used as a reference to explore individual topics, as each of the chapters stands on its own. Also, senior healthcare executives will find that the book provides insights into how the practice of management engineering can provide sustainable improvements in their organizations. To get a good overview of how your organization can best benefit from the efforts of industrial engineers, this book is a must-read. Leading the Lean Healthcare Journey Joan Wellman, Howard Jeffries, Pat Hagan. 2010-12-13 Every healthcare organization can learn from Seattle Children's continuous improvement process, but this book is not an operator's manual. Instead, it is a challenge to everyone concerned with healthcare to reexamine deeply held assumptions. While it is commonly believed that improved quality, access, and safety, and an improved bottom line are mut

Transforming Health Care Charles Kenney. 2010-11-08 For decades, the manufacturing industry has employed the Toyota Production System — the most powerful production method in the world — to reduce waste, improve quality, reduce defects and increase worker productivity. In 2001, Virginia Mason Medical Center, an integrated healthcare delivery system in Seattle, Washington set out to achieve its compelling vision to become The Quality Leader and to fulfill that vision, adopted the Toyota Production System as its management method. Winner of a Shingo Research and Professional Publication Award! Transforming Health Care: Virginia Mason Medical Center's Pursuit of the Perfect Patient Experience takes you on the journey of of Virginia Mason Medical Center's pursuit of the perfect patient experience through the application of lean principles, tools, and methodology. The results speak for themselves, including: An innovative patient safety alert system Reduction in professional liability insurance expenses Foundational changes that make it possible for nurses to spend 90% of their time with patients A computerized module that sorts through electronic medical charts and automatically identifies when disease management and preventative testing due Over the last several years Virginia Mason has become internationally known for its journey towards perfection by applying the Toyota Production System to healthcare. The book takes readers step by step through Virginia Mason's journey as it seeks to provide perfection to its customer - the patient. This book shows you how you use this system to transform your own organization.

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

effort on working the Plan-Do-Study-Act cycle can help you build a common problem-solving bench strength throughout your organization—establishing the framework upon which future improvement can be built.

Implementing Biomedical Innovations into Health, Education, and Practice James O. Woolliscroft. 2019-10-22 Our increased understanding of health and disease coupled with major technologic advances has resulted in rapid and significant changes in the practice of medicine. How we prepare physicians for clinical practice 20, 30, or 40 years from now is of paramount importance to medical educators, to the future professionals, and to society at large. *Implementing Biomedical Innovations into Health, Education, and Practice* delves into this important question, discussing the effects of precision medicine, bioinformatics, biologic and environmental forces, and societal shifts on the physician's approach to diagnosis and therapy. The author interviewed world-renowned physicians, medical educators, healthcare leaders, and research professionals—their insights and quotes are woven throughout the narrative. Professionally illustrated, this relevant resource is a must-have for all medical professionals who incorporate technology and biomedical innovations in their research and clinical practice. It encourages thoughtful analysis on adapting and developing the foundational knowledge, skills, and aptitudes of future physicians and other healthcare professionals, and it belongs in your library. Having completed deanship at one of America's leading medical schools, Jim Woolliscroft produces an insightful, contemplative projection of the likely skill and behavioral needs of the physician workforce for the mid-21st century...The result is a playbook for physician training that responds effectively to the daunting challenges faced in the coming transformation of the role of physicians in protecting the health of our nation.” James L. Madara, MD, CEO, American Medical Association Dr. Woolliscroft's provocative new book will become must reading for all who are serious about educating the next generation of physicians and health care leaders. Leveraging his own experience as a consummate educator and interviews with numerous thought leaders, he identifies the uncertainties, challenges and disruptions to the practice of medicine in the decades ahead. The implications and imperatives for the coming generations of physicians are compelling and of critical importance for care givers, policy makers, and most pointedly educators in the U.S. and around the world.” Gary S. Kaplan MD, Chairman and CEO, Virginia Mason Health System This ambitious masterpiece, by one of the leading medical educators of our time, fully captures the ongoing changes and disruptions in medicine today, and how they will influence the care of patients and the training of young physicians in the future.” Eric Topol, MD, Executive Vice President, Scripps Research, Author of *Deep Medicine*

Transforming Health Care Charles Kenney. 2010-11-08 For decades, the manufacturing industry has employed the Toyota Production System the most powerful production method in the world to reduce waste, improve quality, reduce defects and increase worker productivity. In 2001, Virginia Mason Medical Center, an integrated healthcare delivery system in Seattle, Washington set out to achieve its compe

Lean IT Steven C Bell, Michael A Orzen. 2016-04-19 Winner of a Shingo Research and Professional Publication Award Information Technology is supposed to enable business performance and innovation, improve service levels, manage change, and maintain quality and stability, all while steadily reducing operating costs. Yet when an enterprise begins a Lean transformation, too often the IT department is either left out or viewed as an obstacle. What is to be done? Winner of a 2011 Shingo Research and Professional Publication Award, this book shares practical tips, examples, and case studies to help you establish a culture of continuous improvement to deliver IT operational excellence and business value to your organization. Praise for: ...will have a permanent place in my bookshelf. —Gene Kim, Chief Technology Officer, Tripwire, Inc. ... provides an unprecedented look at the role that Lean IT will play in making this revolutionary shift and the critical steps for sustained success. —Steve Castellanos, Lean Enterprise Director, Nike, Inc. Twenty years from now the firms which dominate their industries will have fully embraced Lean strategies throughout their IT organizations. —Scott W. Ambler, Chief Methodologist for Agile and Lean, IBM Rational ... a great survival manual for those needing nimble and

adaptive systems. —Dr. David Labby, MD, PhD, Medical Director and Director of Clinical Support and Innovation, CareOregon ... makes a major contribution in an often-ignored but much-needed area. —John Bicheno, Program Director MS in Lean Operations, Cardiff University ... a comprehensive view into the world of Lean IT, a must read! —Dave Wilson, Quality Management, Oregon Health & Science University

Taking Action Against Clinician Burnout National Academies of Sciences, Engineering, and Medicine, National Academy of Medicine, Committee on Systems Approaches to Improve Patient Care by Supporting Clinician Well-Being. 2020-01-02 Patient-centered, high-quality health care relies on the well-being, health, and safety of health care clinicians. However, alarmingly high rates of clinician burnout in the United States are detrimental to the quality of care being provided, harmful to individuals in the workforce, and costly. It is important to take a systemic approach to address burnout that focuses on the structure, organization, and culture of health care. *Taking Action Against Clinician Burnout: A Systems Approach to Professional Well-Being* builds upon two groundbreaking reports from the past twenty years, *To Err Is Human: Building a Safer Health System* and *Crossing the Quality Chasm: A New Health System for the 21st Century*, which both called attention to the issues around patient safety and quality of care. This report explores the extent, consequences, and contributing factors of clinician burnout and provides a framework for a systems approach to clinician burnout and professional well-being, a research agenda to advance clinician well-being, and recommendations for the field.

Leveraging the Genetics of Leadership Daniel B Edds. 2020-11 How do organizations that consistently perform at elite levels approach the practice of leadership? They do it by custom-engineering an organizational DNA or genetic code that is systemic. *Leveraging the Genetics of Leadership* reveals this revolutionary new approach to leadership. Daniel Edds documents, through meticulous research, case studies, compelling examples, and personal interviews with leaders of organizations innovating the very foundations of leadership. His research comes from multiple healthcare, manufacturing organizations, the US Military, and an elementary school that went from failing to one of the few to close the achievement gap. You've likely read other leadership books. *Leveraging the Genetics of Leadership* radically innovates traditional models of leadership by rearranging core organizational elements into a designed system. A system that will scale mission, vision, and values across the enterprise. A system that will create a workforce engaged in creating extraordinary value for all stakeholders. The result is unparalleled organizational performance that makes customers line up at your door. In these pages, you will learn how elite organizations: Engage their entire workforce in creating customer value Custom-engineer their leadership DNA or genetic code Create a workforce that become their biggest ambassadors Design rules, routines, and organizational habits that will ignite innovation Traditional books on leadership strive to create courageous leaders who will attract followers. *Leveraging the Genetics of Leadership* will show you how to create a courageous workforce who will attract customers. The result is unparalleled performance and a workforce that grows into confident and empowered human beings. It all begins when you learn how to leverage the genetics of leadership.

Lean Hospitals Mark Graban. 2016-06-30 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*.

Best Care at Lower Cost Institute of Medicine, Committee on the Learning Health Care System in America. 2013-05-10 America's health care system has become too complex and costly to continue business as usual. *Best Care at Lower Cost* explains that inefficiencies, an overwhelming amount of data, and other economic and quality barriers hinder progress in improving health and threaten the nation's economic stability and global competitiveness. According to this report, the knowledge and tools exist to put the health system on the right course to achieve continuous improvement and better quality care at a lower cost. The costs of the system's current inefficiency underscore the urgent need for a systemwide transformation. About 30 percent of health spending in 2009—roughly \$750 billion—was wasted on unnecessary services, excessive administrative costs, fraud, and other problems. Moreover, inefficiencies cause needless suffering. By one estimate, roughly 75,000 deaths might have been averted in 2005 if every state had delivered care at the quality level of the best performing state. This report states that the way health care providers currently train, practice, and learn new information cannot keep pace with the flood of research discoveries and technological advances. About 75 million Americans have more than one chronic condition, requiring coordination among multiple specialists and therapies, which can increase the potential for miscommunication, misdiagnosis, potentially conflicting interventions, and dangerous drug interactions. *Best Care at Lower Cost* emphasizes that a better use of data is a critical element of a continuously improving health system, such as mobile technologies and electronic health records that offer significant potential to capture and share health data better. In order for this to occur, the National Coordinator for Health Information Technology, IT developers, and standard-setting organizations should ensure that these systems are robust and interoperable. Clinicians and care organizations should fully adopt these technologies, and patients should be encouraged to use tools, such as personal health information portals, to actively engage in their care. This book is a call to action that will guide health care providers; administrators; caregivers; policy makers; health professionals; federal, state, and local government agencies; private and public health organizations; and educational institutions.

Participatory Healthcare Jan Oldenburg, Mary P. Griskewicz. 2016-08-05 This book is written through the lens of patients, caregivers, healthcare representatives and families, highlighting new models of interaction between providers and patients and what people would like in their healthcare experience. It will envision a new kind of healthcare system that recommends on how/why providers must connect to patients and families using HIT, as well as suggestions about new kinds of HIT capabilities and how they would redesign systems of care if they could. The book will emphasize best practices, and case studies, drawing conclusions about new models of care from the stories and input of patients and their families reinforced with clinical research.

Achieving STEEEP Health Care David J. Ballard, MD, PhD, MSPH, FACP. 2013-09-26 Winner of a 2014 Shingo Research and Professional Publication Award! Reaching America's true potential to deliver and receive exceptional health care will require not only an immense and concerted effort, but a fundamental change of perspective from medical providers, government officials, industry leaders, and patients alike. The Institute of Medicine set forth six primary aims to which every participant in the American healthcare system must contribute: health care must be safe, timely, effective, efficient, equitable, and patient-centered. Presented as the acronym STEEEP, the collective realization of these goals is to reduce the burden of illness, injury, and disability in our nation. Baylor Health Care System is committed to doing its part and has adopted these six aims as its own. *Achieving STEEEP Health Care* tells the story of Baylor Health Care System's continuing quality journey, offering practical strategies and lessons in the areas of people, culture, and processes that have contributed to dramatic improvements in patient and operational outcomes. This book also discusses newer approaches to accountable care that strive to simultaneously improve the patient experience of care, improve population health, and reduce per capita costs of health care. Provides the perspectives of senior leaders in the areas of corporate governance, finance, and physician

and nurse leadership Supplies strategies for developing and supporting a culture of quality, including systems and tools for data collection, performance measurement and reporting Includes service-line examples of successful quality improvement initiatives from reducing heart failure readmissions to coordinating cancer care Outlines approaches to accountable care and improved population health and well-being

Process Redesign for Health Care Using Lean Thinking David I. Ben-Tovim.2017 Process Redesign for Health Care Using Lean Thinking is a response to a simple, but hard to answer, question and is the result of the experiences of a working doctor who was also the chief safety and quality officer of an Australian teaching hospital. At this hospital, he observed that the Emergency Department was staff by talented, well-trained, and respected doctors and nurses. The facilities were modern, and the work load unexceptional, but the department was close to melt down. Bad things were happening to patients, everyone was blaming each other, lots of things had been tried but nothing was getting better and no one could explain why. The problem was not a lack of technical knowledge or expertise, the problem was that no one stood back and said, what's the best way to move 200 or 300 patients a day through the complicated and varying, sequence of steps needed to sort out the many different problems that bring patients to our department? These challenges are faced by hospitals and health services all over the world. There are difficulties with patient flow, congestion, queues, inefficient utilization of resources, problems engaging clinical staff in improvement programs, adverse incidents, and budget constraints. Lean thinking and value stream analysis gives hospitals and health services struggling with these issues the insights they need to help themselves. This book provides a method that systematically turns those insights into working programs of service and system redesign. The book is divided into two sections. The first section gives the background to the approach, and systematically works through the Process Redesign methodology, step-by-step. The second section is a series of case studies that show the methodology in action, what worked and what didn't work. The goal of any process redesign is simple: the right care, for the right person, at the right time, in the right place, and right the first time. This book helps the people who work in hospitals and health services realize these goals by working together.

The Power of Ideas to Transform Healthcare Steve Hoefft,Robert W. Pryor MD.2017-07-27 Many companies conduct Lean training and projects, but few have tapped the wealth of ideas in the minds of their staff like Baylor Scott and White Health. This book documents the path Steve Hoefft and Robert Pryor created at Baylor Scott and White Health and shares what worked as well as what didn't illustrating over seven years of successes and fai

Hoshin Kanri for Healthcare Gerard A. Berlanga,Brock C. Husby,Heather K. Anderson.2018-05-11 The best healthcare organizations have developed effective approaches to develop compelling strategic visions and strategies based on long-term thinking and continue to apply Lean principles across their organizations to create a culture of continuous improvement. Establishing effective strategies and Toyota style Hoshin Kanri enables healthcare organizations to align everyone in the organizations and creates a unique competitive advantage. This book follows a regional hospital's journey through the creation of long-term strategic goals and Toyota Style strategy deployment.

Making Healthcare Safe Lucian L. Leape.2021-05-28 This unique and engaging open access title provides a compelling and ground-breaking account of the patient safety movement in the United States, told from the perspective of one of its most prominent leaders, and arguably the movement's founder, Lucian L. Leape, MD. Covering the growth of the field from the late 1980s to 2015, Dr. Leape details the developments, actors, organizations, research, and policy-making activities that marked the evolution and major advances of patient safety in this time span. In addition, and perhaps most importantly, this book not only comprehensively details how and why human and systems errors too often occur in the process of providing health care, it also promotes an in-depth understanding of the principles and practices of patient safety, including how they were influenced by today's modern safety sciences and systems theory and design. Indeed, the book emphasizes how the growing awareness of systems-

design thinking and the self-education and commitment to improving patient safety, by not only Dr. Leape but a wide range of other clinicians and health executives from both the private and public sectors, all converged to drive forward the patient safety movement in the US. Making Healthcare Safe is divided into four parts: I. In the Beginning describes the research and theory that defined patient safety and the early initiatives to enhance it. II. Institutional Responses tells the stories of the efforts of the major organizations that began to apply the new concepts and make patient safety a reality. Most of these stories have not been previously told, so this account becomes their histories as well. III. Getting to Work provides in-depth analyses of four key issues that cut across disciplinary lines impacting patient safety which required special attention. IV. Creating a Culture of Safety looks to the future, marshalling the best thinking about what it will take to achieve the safe care we all deserve. Captivatingly written with an “insider’s” tone and a major contribution to the clinical literature, this title will be of immense value to health care professionals, to students in a range of academic disciplines, to medical trainees, to health administrators, to policymakers and even to lay readers with an interest in patient safety and in the critical quest to create safe care.

The Lean Prescription Patricia A. Gabow, Philip L. Goodman. 2014-10-20 In this book, Dr. Gabow, former CEO of Denver Health of 20 years, teams up with Philip Goodman, a 34-year veteran of Denver Health who directed the Lean System group, to share their Lean journey. The Lean Prescription: Powerful Medicine for Our Ailing Healthcare System tells the story of how Dr. Gabow led Denver Health to become the first healthcare organization to be awarded the Shingo Bronze Medallion Prize for Operational Excellence. Detailing the foundational Lean principles, the book provides readers with the benefit of the experience of an integrated healthcare system's successful seven-year Lean journey. This book grew out of Gabow's 40 years' experience as a practicing physician, teacher, researcher, and leader of a large, urban public healthcare system. About 10 years into her 20 years as CEO of the healthcare system, she began to look at how one could actually make healthcare work right. After a year of study, she and her team concluded that Lean was exactly what healthcare needed. During the seven-year Lean journey that followed, Denver Health dramatically improved quality of care. Denver Health achieved a reduction of the expected mortality rate to the lowest among the academic health center members of the University Health System Consortium in 2011. The financial results were equally impressive. Denver Health realized almost \$200 million of well-documented, hard financial benefit over seven years. This book provides authoritative guidance on how to effectively implement a Lean transformation in a healthcare system that includes hospitals, HMOs, community health centers, call centers, and paramedics. Providing an accessible explanation of the Lean philosophy and tools, the book includes helpful exercises and examples of Lean applications. The book goes beyond the hospital environment to the broader healthcare sector.

The Cambridge International Handbook of Lean Production Thomas Janoski, Darina Lepadatu. 2021-03-11 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.

Healthcare Kaizen Mark Graban, Joseph E. Swartz. 2018-06-08 Healthcare Kaizen focuses on the principles and methods of daily continuous improvement, or Kaizen, for healthcare professionals and organizations. Kaizen is a Japanese word that means change for the better, as popularized

by Masaaki Imai in his 1986 book *Kaizen: The Key to Japan's Competitive Success* and through the books of Norman Bodek, both of **The Doctor Crisis** Jack Cochran, Charles Kenney. 2014-05-06 Calming fears, alleviating suffering, enhancing and saving lives—this is what motivates doctors virtually every single day. When the structure and culture in which physicians work are well aligned, being a doctor is a most rewarding job. But something has gone wrong in the physician world, and it is urgent that we fix it. Fundamental flaws in the US health care system make it more difficult and less rewarding than ever to be a doctor. The convergence of a complex amalgam of forces prevents primary care and specialty physicians from doing what they most want to do: Put their patients first at every step in the care process every time. Barriers include regulation, bureaucracy, the liability burden, reduced reimbursements, and much more. Physicians must accept the responsibility for guiding our nation toward a better health care delivery system, but the pathway forward—amidst jarring changes in our health care system—is not always clear. In *The Doctor Crisis*, Dr. Jack Cochran, executive director of The Permanente Federation, and author Charles Kenney show how we can improve health care on a grassroots level, regardless of political policy disputes, by improving conditions for physicians and asking them to take on broader accountability; by calling on physicians to be effective leaders as well as excellent clinicians. The authors clarify the necessary steps required to enable physicians to focus on patient care and offer concrete ideas for establishing systems that place patients' needs above all else. Cochran and Kenney make a compelling case that fixing the doctor crisis is a prerequisite to achieving access to quality and affordable health care throughout the United States.

Organizational and Process Reengineering Jean Ann Larson, FACHE, FHIMSS, DSHS. 2015-08-05 Winner of the Healthcare Information and Management Systems Society's (HIMSS) 2015 Book of the Year Award Given the on-going changes and challenges faced by today's health care organizations, *Organizational and Process Reengineering Approaches for Health Care Transformation* provides a practical, leader-led and team-based approach for reengineering organizations and transforming leaders and teams while creating new processes in the health care industry. It supplies a framework for organizational change to enable senior leaders to reengineer and transform their health care organizations. The book presents proven and effective approaches and methodologies for leadership teams to help their organizations transform, thrive and grow. It goes beyond process improvement and other organizational change approaches, as it offers an integrated holistic approach that provides sustainable results. The approach described in this book has already helped many large health care organizations dramatically improve their effectiveness by creating new service lines, lines of business, population health initiatives, new care management models as well as implementing game changing solutions and technology. Well-grounded in organizational change and project management principles, this approach will help to ensure that the resulting work is implemented, accepted, and sustained by process owners and senior leaders. Descriptive case studies illustrate the practical application of the tools and techniques discussed. The approach and mind-set outlined in the book allow, and even require, that all stakeholders come to the table. They do not require an engineering degree, expensive certifications, or the use of complicated processes or tools. They will not replace current improvement methods, but instead provide an organization-based framework to help you leverage and enhance your improvement efforts.

Accelerating Health Care Transformation with Lean and Innovation Paul E. Plsek. 2013-10-07 Virginia Mason Medical Center (VMMC) was one of the first health care organizations to implement Lean and its methodologies. Other organizations have followed VMMC's lead, but this world class organization still leads in the utilization of innovative Lean tools. *Accelerating Health Care Transformation with Lean and Innovation: The Virginia Mason Experience* describes how VMMC has systematically integrated innovative structures, methods, and cultural practices into its implementation of Lean. Describing how your organization can create a strategy and build a culture of innovation and learning, it supplies concrete examples that show—not just conceptually, but through VMMC's actual experiences—how Lean and innovation can work hand-in-hand to incrementally improve and radically transform your value streams. Explaining how to use the voices and experiences of patients and their families to drive improvement and

innovation in new directions, the book supplies a clear understanding of how Lean can help you achieve your goals in today's increasingly demanding marketplace.

The Future of Nursing Institute of Medicine, Committee on the Robert Wood Johnson Foundation Initiative on the Future of Nursing, at the Institute of Medicine. 2011-02-08 *The Future of Nursing* explores how nurses' roles, responsibilities, and education should change significantly to meet the increased demand for care that will be created by health care reform and to advance improvements in America's increasingly complex health system. At more than 3 million in number, nurses make up the single largest segment of the health care work force. They also spend the greatest amount of time in delivering patient care as a profession. Nurses therefore have valuable insights and unique abilities to contribute as partners with other health care professionals in improving the quality and safety of care as envisioned in the Affordable Care Act (ACA) enacted this year. Nurses should be fully engaged with other health professionals and assume leadership roles in redesigning care in the United States. To ensure its members are well-prepared, the profession should institute residency training for nurses, increase the percentage of nurses who attain a bachelor's degree to 80 percent by 2020, and double the number who pursue doctorates. Furthermore, regulatory and institutional obstacles-including limits on nurses' scope of practice-should be removed so that the health system can reap the full benefit of nurses' training, skills, and knowledge in patient care. In this book, the Institute of Medicine makes recommendations for an action-oriented blueprint for the future of nursing.

Pursuing the Triple Aim Maureen Bisognano, Charles Kenney. 2012-05-01 Written by the President and CEO of the Institute for Healthcare Improvement (IHI) and a leading health care journalist, this groundbreaking book examines how leading organizations in the United States are pursuing the Triple Aim—improving the individual experience of care, improving the health of populations, and reducing the per capita cost of care. Even with major steps forward - including the Affordable Care Act and the creation of the Center for Medicare and Medicaid Innovation -- the national health care debate is too often poisoned by negativity. A quieter, more thoughtful, and vastly more constructive conversation continues among health care leaders and professionals throughout the country. Innovative solutions are being designed and implemented at the local level, and countless health care organizations are demonstrating breakthrough remedies to some of the toughest and most expensive challenges in health care. *Pursuing the Triple Aim* shares compelling stories that are emerging in locations ranging from Pittsburgh to Seattle, from Boston to Oakland, focused on topics including improving quality and lowering costs in primary care; setting challenging goals to control chronic disease with notable outcomes; leveraging employer buying power to improve quality, reduce waste, and drive down cost; paying for care under an innovative contract that compensates for quality rather than quantity; and much more. The authors describe these innovations in detail, and show the way toward a health care system for the nation that improves the experience and quality of care while at the same time controlling costs. As the Triple Aim moves from being largely an aspirational framework to something that communities all across the US can implement and learn from, its potential to become a touchstone for the work ahead has never been greater. *Pursuing the Triple Aim* lays out the vision, the interventions, and promising examples of success.

Engineering Solutions to America's Healthcare Challenges Ryan Burge. 2013-12-10 *Engineering Solutions to America's Healthcare Challenges* covers the technologies, systems, and processes that are emerging in hospitals, clinics, community centers, universities, and the White House to repair healthcare in the United States. Focusing on the importance of individuals being proactive about their own state of health, it presents a sys

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