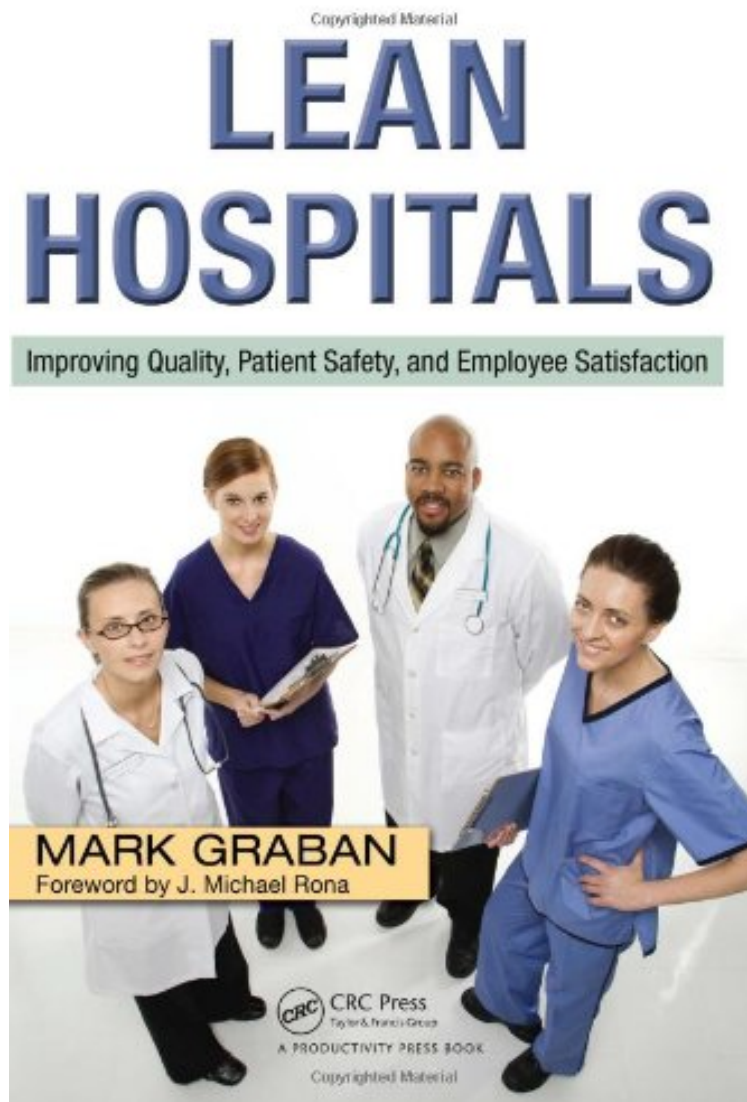


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Lean Hospitals: Improving Quality, Patient Safety, and Employee Satisfaction

Mark Graban

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Mark Graban : Lean Hospitals: Improving Quality, Patient Safety, and Employee Satisfaction before purchasing it in order to gage whether or not it would be worth my time, and all praised Lean Hospitals: Improving Quality, Patient Safety, and Employee Satisfaction:

1 of 1 people found the following review helpful. Five StarsBy Patti a waldschlagetMy daughter loved the books. They were for her graduation when she received her masters in health care1 of 2 people found the following review

helpful. Destined to be a ClassicBy Peter P. PattersonIf you work in healthcare these days, you are likely aware that Lean is the new power tool for continuous improvement, which has been sweeping the world of manufacturing and is now on a march through the healthcare industry. This delightful book provides a broad-ranging yet detailed look at the application of lean tools and philosophy to hospitals and healthcare. It is now the primary book I recommend to healthcare professionals and managers who have an interest in exploring the idea of improving clinical operations. I have adopted a practice of giving copies as strategic gifts to those I believe can leverage the wisdom contained in this book to best advantage in improving our hospital. The author - Mark Graban - is an industrial engineer now working in the healthcare industry. His book begins by making the case for applying lean thinking to healthcare operations - to decrease errors, improve outcomes and take out cost. This is accomplished mainly through the systematic, ongoing elimination of that which does not add value for patients, families or practitioners. He goes on to address the question "what is lean - for healthcare?", and it becomes clear that the best solutions to healthcare issues will likely come from within the community of healthcare workers - assisted by outside partners - often from other industries. The book chapters then commence a tour of lean principles, tools and methods -- including value stream, flow, standardized work, 5S problem exposure, root-cause problem solving and error prevention. There are insightful looks into using lean tools with many practical healthcare examples. As well, there is an equal measure of methods and examples aimed at engaging and developing hospital workers - both caregivers and those supporting care delivery in non-clinical departments. These chapters demonstrate not only methods and tools but the need to connect these with the hospital's staff and develop them as take-responsibility problem solvers. In summary, this is an easy read and an excellent introduction to lean healthcare. It is my belief that this important book is destined to become a classic in the literature of healthcare improvement. 0 of 0 people found the following review helpful. LeanBy CustomerA valuable text for any business or industry but particularly pertinent to today's hospitals. Lean doesn't mean cutting bits off staff.

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

Mark Graban's book has documented what is now happening in hospitals all across America as we learn to apply the Toyota Production System methodology to healthcare. This book lays out the nuts and bolts of the lean methodology and also describes the more difficult challenges, which have to do with managing change. Graban's book is full of wins --- these are the same type of wins that are happening at ThedaCare every day. I wish I could have read this book six years ago, as it might have prevented some of the mistakes we made in our lean transformation journey. John S. Toussaint, MD, President/CEO ThedaCare Center for Healthcare Value Coupled with a foundation of alignment and accountability, the ideas in this book provide a powerful tool to help hospitals get closer to the goal we want --- perfect care. Quint Studer, CEO, The Studer Group, author of Results that Last Mark Graban is the consummate translator of the vernacular of the Toyota Production System into the everyday parlance of healthcare. With each concept and its application, the reader is challenged to consider what is truly possible in the delivery of healthcare if standardized systems borrowed from reliable industries were implemented. Graban provides those trade secrets in an understandable and transparent fashion. Richard P. Shannon, MD, Frank Wister Thomas Professor of Medicine, Chairman Department of Medicine, University of Pennsylvania School of Medicine There is an enormous shortfall between the healthcare we receive and what we actually get. Mark Graban explains how those in the system can make care delivery better for everyone --- patients, providers, and payers. Steven Spear, Senior Lecturer, MIT, Senior Fellow, IHI Mark Graban's work has been a steady companion in the three years I have been studying and applying lean in healthcare. He has an accurate sense of how things work in health systems, and he brings a patient-centered perspective that makes me want to do more for the people we serve. Ted Eytan, MD, Medical Director, Health Informatics Web Services The medical community has a tremendous opportunity to learn methods and techniques to improve the quality and efficiency of care and reduce costs, while at the same time engaging staff in these efforts. Mark Graban has deep experience

applying lean in the healthcare field; in his book, he provides an outline of how to transfer concepts originally developed in manufacturing into the unique environment of medical care. Don't miss the opportunity to learn and apply some great ideas in your organization." David Meier, co-author of the bestselling books, *The Toyota Way Fieldbook* and *Toyota Talent* "The concepts outlined in this book are the most powerful tools that I have ever encountered to foster innovation, ownership, and accountability at the frontline staff level. This is a must-read for any leader in today's increasingly complex healthcare industry." Brett Lee, PhD, FACHE, Vice President, Children's Medical Center Dallas "The lean approach to healthcare, including a strong emphasis on culture, is the best way to ensure that we care for our patients in the very best way possible. *Lean Hospitals* emphasizes not only the methodology, but also the cultural changes that must occur for sustainability — something often forgotten in change management." Beverly B. Rogers, MD, Chief of Pathology, Children's Medical Center, Dallas, Professor of Pathology, UT Southwestern Medical School "Finally! The healthcare industry has needed this book for many years. Informative, understandable, and timely, Mark Graban's book will leave you with an appreciation for what lean is and what it can do for your hospital. After you read this book, I'll be surprised if you don't make implementing lean your highest strategic priority." Jim Adams, Senior Director, Laboratory Operations, Children's Medical Center, Dallas "It's obvious that Mark Graban has spent time in the trenches of healthcare and understands the complexities of applying the lean philosophy and tools to that environment. If you want to improve your chances of surviving in today's healthcare system (both literally and figuratively), read this book." Dean Bliss, Lean Improvement Specialist, Iowa Health System "Graban provides a helpful translation of the terms, practices, and tools of lean thinking into hospitals' everyday situations and challenges. His book illustrates lean's elements with many actual examples of lean applications in typical hospital practices and procedures. Graban's book should definitely be on the reading list for those who want to bring the benefits of lean thinking to healthcare." David Mann, manager, Lean Management + O.D, Steelcase, Inc., author of *Creating a Lean Culture* "Lean healthcare is becoming a global movement. The reasons given are overrun costs, errors that compromise patient safety, wasted time for patients, and general bureaucratic inefficiency. In lean terms, the problem is how to eliminate waste. Healthcare is different than car-making. This is true, but many hospitals are finding the principles of the Toyota Production System apply well and are making remarkable improvements. Unfortunately, the remarkable improvements are in specific areas and challenging to sustain because of a mysterious ingredient, which the folks at Toyota seem to understand quite well — humans. The humans that healthcare exists to help also operate the system and are far from perfect. Toyota's system is actually designed to support the development of people, not to provide quick-fix technical solutions, and this takes time and patience. Many healthcare consultants have rebadged themselves as lean consultants and do not understand the real thinking behind the Toyota Production System. Mark Graban is an exception. He has worked hard to study the philosophy and stay true to the thinking of Toyota. His book is a welcome translation of the Toyota Production System into language any healthcare professional can understand." Jeffrey K. Liker, University of Michigan, author of *The Toyota Way* About the Author Mark is an experienced consultant and change agent, with a background in Industrial and Mechanical Engineering, with an MBA from MIT Sloan Leaders for Global Operations Program (previously known as Leaders for Manufacturing). Mark has worked in automotive (General Motors), the PC industry (Dell), and industrial products (Honeywell). At Honeywell, Mark was certified as a "Lean Expert" (Lean Black Belt). Since August 2005, Graban has worked in the "lean healthcare" world, where he coaches lean teams at client sites, including medical laboratories and hospitals. His mission is to apply Lean and Toyota Production System principles to help build strong organizations, to improve quality of care and patient safety, to improve the customer/patient experience, and to help the development of employees.