

A Lean Guide To Transforming Healthcare

This edited volume of original essays brings together researchers from around the world who are exploring the facets of health care organization and delivery that are sometimes marginal to mainstream patient safety theories and methodologies but offer important insights into the socio-cultural and organizational context of patient safety. By examining these critical insights or perspectives and drawing upon theories and methodologies often neglected by mainstream safety researchers, this collection shows we can learn more about not only the barriers and drivers to implementing patient safety programmes, but also about the more fundamental issues that shape notions of safety, alternate strategies for enhancing safety, and the wider implications of the safety agenda on the future of health care delivery. In so doing, *A Socio-cultural Perspective on Patient Safety* challenges the taken-for-granted assumptions around fundamental philosophical and political issues upon which mainstream orthodoxy relies. Despite its frequency and its potential severity, preventable medical harm is still prominent in American hospitals and continues to put an alarming amount of lives at risk, being the third leading cause of death in the United States. Even some of the most commonly performed surgeries, such as knee and hip replacements, are resulting in a rapidly increasing rate of surgical site infections. Patricia Morrill's book is specifically written for the healthcare industry. It fills the need for exposing how preventable harm is a systemwide problem and provides a step-by-step model to apply for raising process improvement to a strategic level. The approach is ideal for team training purposes. *The Perils of Un-Coordinated Healthcare* gives the reader both a personal and professional view of the impact of preventable medical harm, using case studies and observations on preventable deaths and healthcare practice alongside recommended research topics and resources. By looking at the work of both healthcare workers and their managing executives, this instructional text gives methods to assess workforces and self-assess the performances of managers. The book equips readers with a 360 view: patients, families, physicians, workforce, leaders and culture. Morrill's ten-step model of Process Improvement Strategy Deployment integrates Lean and Project Management methodologies for developing a problem-solving culture and initiating process improvement at a strategic level. It is essential reading for those in the healthcare industry.

This book enables enterprise business leaders - from CEOs to supervisors - to understand what "Continuous Improvement" is, why it is probably the best answer to improved business performance in years, and how to put it to work in the unique environment of a specific organization. The book examines what is at the core of "Continuous Improvement" and delves deeper into the elements and constituents necessary to take an organization to the next level to ensure its continued, long-term existence. It provides guidance to enterprise management and to professionals engaged in the implementation of a "Continuous

Improvement" initiative and enables them to structure and manage its implementation successfully. It also provides tools to quickly assess where an enterprise business stands in terms of strategic management and "Continuous Improvement".?

Updated with new information, illustrations, and leadership tools, *Leading the Lean Enterprise Transformation, Second Edition* describes how the metrics used by Toyota drive every line item in a financial statement in the right direction. Rather than focus on Lean tools and principles, the new edition of this bestselling reference focuses on what may be the least understood and most critical aspect of a Lean transformation: the building of a Lean culture. In addition to new appendices with background information and insightful stories on Lean leadership and implementation, it includes new information on tactical organization practices, strategy deployment, and Lean culture. An inductee to IndustryWeek's Hall of Fame, George Koenigsaecker illustrates successful strategies and valuable lessons learned with case histories of U.S. leaders who have been instrumental in bringing Lean to the forefront. He explains the use of value stream analysis at the leadership level and describes how to structure kaizen events that can improve the value stream. Organized in the chronological sequence that a leader embarking on a Lean journey would experience, the book discusses the methods used by the author during the Hon Company's successful Lean conversion, which doubled productivity, tripled revenues, and led IndustryWeek to recognize Hon as one of the "World's 100 Best Managed Firms." The book not only introduces powerful leadership tools—including strategy deployment, transformation value stream analysis, and transformation plan of care—but also arms potential change agents with the soft skills needed to define, develop, and communicate their vision. Detailing the steps required to sustain improvements, it supplies time-tested guidance for effective leadership throughout a Lean transformation in any organization.

Efforts to improve the quality of healthcare have failed to achieve a meaningful and sustainable improvement. Patients continue to experience fragmented, inconvenient, and unsafe care while providers are increasingly becoming overburdened with administrative tasks. The need for change is clear. Healthcare professionals need to take on new leadership roles in quality improvement (QI) projects to effect real change. The *Quality Improvement Challenge in Healthcare* equips readers with the skills and knowledge required to develop and implement successful operational improvement initiatives. Designed for healthcare providers seeking to apply QI in practice, this valuable resource delivers step-by-step guidance on improvement methodology, team dynamics, and organizational change management in the context of real-world healthcare environments. The text integrates the principles and practices of Lean Six Sigma, human-centered design, and neurosciences to present a field-tested framework. Detailed yet accessible chapters cover topics including identifying and prioritizing the problem, developing improvement ideas, defining the scope of the project, organizing the

QI team, implementing and sustaining the improvement, and much more. Clearly explaining each step of the improvement process, this practical guide: Presents the material in a logical sequence, gradually introducing each step of the process with clearly defined workflow templates Features a wealth of examples demonstrating QI application, and case studies emphasizing key concepts to highlight successful and unsuccessful improvement initiatives Includes end-of-chapter exercises and review questions for assessing and reinforcing comprehension Offers practical tips and advice on communicating effectively, leading a team meeting, conducting a tollgate review, and motivating people to change Leading QI projects requires a specific set of skills not taught in medical school. The Quality Improvement Challenge in Healthcare bridges this gap for experienced and trainee healthcare providers, and serves as an important reference for residency program directors, physician educators, healthcare leaders, and health-related professional organizations.

The Practical Guide to Transforming Your Company is a concise handbook for conducting business transformations-defining and implementing a redirection in the company's core business or in its strategic positioning. Starting where such programs as LEAN and Six Sigma leave off, the text offers a well-proven methodology for conducting a comprehensive transformation (not a process-by-process efficiency enhancement). The book provides dozens of forms, figures, templates, and checklists the authors have developed through personal experience leading successful corporate efforts. In a sequence paralleling the process of transformation, individual chapters are devoted to the roles and responsibilities of the company leadership, the workforce, and the board of directors. Principles are reinforced by illuminating key success factors by examining government and commercial projects from the United States, Canada, and the United Kingdom. Written by two individuals with proven track records, this book is sure to produce success in any transformation endeavor.

The first edition of this highly acclaimed publication received a Shingo Research and Professional Publication Prize in 2009. Explaining how to create and sustain a Lean business, it followed Cogent Power's first two Lean Roadmaps along their journey. Since then, much has changed. Several members of Cogent Power's senior management have moved on, s

This practical, how-to book clearly and succinctly takes the reader through six proven "success steps" for implementing lean in any healthcare environment: 1. Create physician flow 2. Support physician value-added time 3. Visually communicate patient status 4. Standardize everyone's work 5. Lay out the clinic for minimal motion 6. Change the care delivery model

Why go through such a transformation? Because it works. Tell a doctor that he can see the same number of patients, offering the same high quality and personal care, and have an extra 90 minutes at the end of his clinic day -- and that means something. Tell the staff that they can look forward to actually ending on time, with satisfied patients, no backlog, and having focused their attention completely on quality patient care -- and they will listen. These Lean principles and success steps work in clinics ranging from orthopedics to neurology to cardiac care --

the specialty doesn't matter. They work in small practices and large hospital settings. Lean methodology provides the tools to address the frustrations patients and doctors alike experience in the clinic process. Included throughout the book is a case study showing the lean transformation undertaken at the Orthopedic Center at Children's Hospital of Wisconsin, with numerous quotes and insights from those actually involved. This transformation resulted in patient wait times being reduced by more than 70 percent, the clinic being able to see 25 percent more patients in less space, patient satisfaction scores sometimes reaching 100 percent, and staff satisfaction scores improving by more than 25 percent.

Previous ed.: published as *The new Lean toolbox* by John Bicheno. 2004

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.

A refreshingly practical guide to real-world continuous improvement *Lean Six Sigma for Leaders* presents a no-frills approach to adopting a continuous improvement framework. Practical, down-to-earth and jargon-free, this book outlines the basic principles and key points of the Lean Six Sigma approach to help you quickly determine the best course for your company. Real-world case studies illustrate implementation at various organisations to show you what went right, what went wrong, what they learned and what they would have done differently, giving you the distilled wisdom of hundreds of implementations with which to steer your own organisation. Written from a leader's perspective, this quick and easy read presents the real information you need to make informed strategic decisions. While many organisations have implemented either Lean or Six Sigma, there is a growing interest in a combined approach; by implementing the most effective aspects of each, you end up with a more potent, adaptable system that benefits a wider range of organisations. This book shows you how it works, and how to tailor it to your organisation's needs. Understand the basic principles and key aspects of Lean Six Sigma Examine case studies of organisations that have implemented the framework Build on the lessons learned by other leaders to shape your own path Achieve continuous improvement by creating the right environment for success In theory, every organisation would like to attain continuous improvement — but what does that look like in day-to-day practice? How is it structured? What practices are in place? How can you implement this new approach with minimal disruption to daily operations? *Lean Six Sigma for Leaders* answers these questions and more, for a clear, actionable guide to real-world implementation.

This companion to *The Lean Turnaround* shows exactly how to use “lean leadership” to eliminate waste while increasing profitability and driving sustainability. While many companies have attempted to become Lean, few have captured the full promise of this better way of business. In this compelling sequel to *The Lean Turnaround*, lean pioneer Art Byrne leads you through a step-by-step transformation in which he tackles all the key challenges that you will deal with. Lean is more than a tactic. Byrne reveals its power as a complete strategy that: *Dramatically boosts profit margins, earnings, and ultimately enterprise value by *Engaging every employee in a culture of continuous improvements where *Every person takes ownership for problem-solving and learning in order to *Deliver more value to the customer by identifying and removing waste—permanently. In *The Lean Turnaround Action Guide*, Byrne draws from his 30 years of experience leading Lean in more than 30 companies. By setting this book in a company based on his experience, he is able to identify and guide you through the many challenges you will face on your successful Lean turnaround.

The purpose of this book is to provide a road map to help healthcare professionals establish a "culture of patient safety" in their facilities and practices, provide high quality healthcare, and increase patient and staff satisfaction by improving communication among staff members and between medical staff and patients. It achieves this by describing what each of six types of people will do in distress, by providing strategies that will allow healthcare professionals to deal more effectively with staff members and patients in distress, and by showing healthcare professionals how to keep themselves out of distress by getting their motivational needs met positively every day. The concepts described in this book are scientifically based and have withstood more than 40 years of scrutiny and scientific inquiry. They were first used as a clinical model to help patients help themselves, and indeed are still used clinically. The originator of the concepts, Dr. Taibi Kahler, is an internationally recognized clinical psychologist who was awarded the 1977 Eric Berne Memorial Scientific Award for the clinical application of a discovery he made in 1971. That discovery enabled clinicians to shorten significantly the treatment time of patients by reducing their resistance as a result of miscommunication between their doctors and themselves.

This is the Fifth Edition of what has become a standard bestselling text on the tools, systems, and principles of Lean Manufacturing and Lean Operations. *The Lean Toolbox* covers Lean Philosophy, The Science of Lean, Improvement, Change, Strategy, Flow, Mapping, Scheduling, Layout, Quality, Product Development, Supply Chain, Lean Accounting, and Lean beyond the factory floor. It is aimed at managers and practitioners. Previous editions were known for their concise style and wide coverage. Over 110,000 copies of the previous editions were sold. The last edition was recommended by APICS for their International CPIM (Certified in Production and Operations Management) examinations. The book is prescribed by several universities in UK, USA, Denmark. The 4th edition remained on Amazon.co.uk's top 10 on manufacturing for 5 years. This is a complete revision and update including 40 additional pages.

Known worldwide in manufacturing among those striving to maximize productivity and create pull-scheduling of production as "the yellow book," this is the premier how-to book for companies going lean. Touted by experts everywhere as practical, down-to-earth, and easy to read, it warns of cultural issues that are

certain to arise, and gives step by step instructions for making the transformation. It clearly explains such tools as continuous flow, value stream mapping, kanban, kaizen, six sigma, just-in-time (JIT), techniques for quick set-ups, and other pillars of the Toyota Production System. It's full of examples of value stream mapping, how kanban can resolve material supply issues, how kaizen brainstorming can result in startling improvements overnight, how just-in-time (JIT) frees mountains of money tied up in work-in-progress, why Six Sigma quality needs to be built in and not inspected in, how bottlenecks can be eliminated, kanban snafus spotted before they happen, and how instilling a championship mentality in cross-functional teams can lead to increased productivity and continuous improvement that doesn't stop after the initial kaizen event.

Numerous organizations are grumbling that lean didn't accomplish their long-term business objectives, and the improvement sway was fleeting. 7 out of every 10 lean ventures fall flat as organizations attempt to utilize lean like a toolbox, copying the procedures without attempting to adjust the individual's culture and their way of doing things, deal with the improvement cycle, support the outcomes, and build up their pioneers. At the point when the Toyota creation framework was made, the principle objective was to eliminate wastes from the shop floor utilizing some lean procedures and strategies. What was not satisfactory is that this needed from Toyota a long cycle of administration improvement, and a high promise to preparing and instructing their representative. A Failure to accomplish and support the improvement is an issue of both administration and initiative just as the miss-understanding of the human conduct, and the necessary culture to progress.

Illustrated with compelling cases and clear examples, "The Going Lean Fieldbook"--a companion guide to "Going Lean"--provides practical advice for applying lean principles throughout the organization.

A Lean Guide to Transforming Healthcare How to Implement Lean Principles in Hospitals, Medical Offices, Clinics, and Other Healthcare Organizations Quality Press

Winner of a 2012 Shingo Research and Professional Publication

Award Demystifying the application of Lean methods, Lean Office and Service Simplified: The Definitive How-To Guide goes beyond the basic tools to detail the key concepts of Lean as they apply to office and service environments. It begins by discussing value stream management, followed by

In summary, the purpose of Six Sigma management is to "promote joy in work" for all employees so that they have the energy to participate in the improvement and innovation projects identified from the organizational dashboard! —Howard S Gitlow Authored by Dr, Howard Gitlow, one of the most respected Six Sigma Master Black Belts, this well-organized volume demonstrates the implementation of quality improvements into the all areas of the workplace from the shop floor through a company's executive offices. Illustrating his points with a number of

case studies, the book provides a compelling argument as to why Six Sigma should be the preferred approach. It also explains how to build an organization that both encourages and values the input of quality teams, and details the steps they must take to implement and maintain lean initiatives. Dr. Howard S. Gitlow is Executive Director of the Institute for the Study of Quality, Director of the Master of Science degree in Management Science, and a Professor of Management Science, School of Business Administration, University of Miami, Coral Gables, Florida. He was a Visiting Professor at the Stern School of Business at New York University in 2007, and a Visiting Professor at the Science University of Tokyo in 1990 where he studied with Dr. Noriaki Kano. He received his Ph.D. in Statistics (1974), M.B.A. (1972), and B.S. in Statistics (1969) from New York University. His areas of specialization are Six Sigma Management, Dr. Deming's theory of management, Japanese Total Quality Control, and statistical quality control. Dr. Gitlow has consulted and co-taught courses with Dr. W. Edwards Deming and Dr. Noriaki Kano (Science University of Tokyo). Dr. Gitlow is a Six Sigma Master Black Belt, a Fellow of the American Society for Quality, and a member of the American Statistical Association. He has served on the editorial boards of four journals. His list of consulting clients includes universities, consulting firms, city governments, healthcare organizations, insurance companies, utilities, manufacturing organizations, and service organizations. Dr. Gitlow has testified in 24 legal cases involving the following issues: critiquing and developing sampling plans, discrimination (age, race, gender, country of origin, and ethnicity), anti-trust, game fixing, jury selection, and cost/benefit analysis. Winner of a Shingo Research and Professional Publication Award The new edition of this Shingo Prize-winning bestseller provides critical insights and approaches to make any Lean transformation an ongoing success. It shows you how to implement a sustainable, successful transformation by developing a culture that has your stakeholders throughout the organizational chart involved and invested in the outcome. It teaches you how to successfully navigate the politics in cross-functional process improvement projects, and to engage executives in ways that are personally meaningful to them. If you are a leader at any level in an organization undergoing or considering a Lean transformation, this is where you should start and finish ... and start again. Read the Reviews: "This book became an instant classic in the literature of professional operations. In this third edition, David Mann updates and expands his teaching with five additional years of valuable experience and expertise derived from his very active, multi-industry consultancy. I have benefitted greatly from his writing and wholeheartedly recommend this book to be top-of-the desk of any serious Lean practitioner or performance transformation leader." — Raymond C. Floyd, two-time Shingo Prize Winner, President and CEO, Plasco Energy Group "David Mann builds substantially on his seminal work on the Lean management system. The book is full of new insight and polishes the most important ideas about Lean management. The new chapter on engaging executive leadership alone is worth

the price of the book." — Peter Ward, Richard M. Ross Professor and Chair, Department of Management Science, Fisher College of Business, The Ohio State University "This book has long been my 'go-to' guide on Lean management practices that help create a culture of continuous improvement and excellence. I have recommended the book to countless healthcare leaders who rave about how helpful it is in translating Lean principles into daily management behaviors. The healthcare examples make it even more relevant as a must read for any hospital leader who aims to move beyond Lean tools.." —Mark Graban, author of Lean Hospitals, co-author of Healthcare Kaizen and The Executive Guide to Healthcare Kaizen "As more companies outside the manufacturing sector pursue Lean transformations, Creating a Lean Culture is as critical a resource as ever. Breaking down silos and navigating tricky internecine politics remain a momentous challenge, and Mann's case-based insights are an invaluable tool." — Peg Pennington, Executive Director, Center for Operational Excellence, Fisher College of Business, The Ohio State University "David has once again taken the topics that trip us up and put structure and guidance around them. His new work on executive involvement is worth the price of the book all by itself. Many of us have struggled with this topic and David provides a path to success." — Elizabeth M. King, Vice President Organizational Effectiveness, ESCO Corporation

New in the Third Edition: Contains new chapter on engaging executives in Lean initiatives Includes 21 new case studies Presents new examples from the healthcare and process industries Includes additional gemba worksheets for learning and teaching Lean Provides expanded coverage of Lean applications in complex cross functional value stream process improvement projects Watch David Mann discuss how the latest edition of Creating a Lean Culture can help you and your organization succeed.

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

How many IT books have you read that are long on theory and short on practical application? They are interesting, but not very impactful. They provide a framework from which to think and understand, but lack a process from which to act. Addressing this urgent need for the IT community, The Lean IT Field Guide explains how to initiate, execute, and sustain a lean IT transformation.

Illuminating a clear path to lean IT, the authors integrate more than two decades of combined experience to provide you with a proven method for creating and sustaining a true lean IT workplace. This field guide not only highlights the organizational techniques of more agile and lean processes, but also the leadership work required to help management adopt these new approaches. Based on proven methods from different industries, including banking, manufacturing, insurance, food and beverage, and logistics, the book details a clear model that covers all the components you need to achieve and sustain a favorable work environment and culture in support of lean IT. Filled with anecdotes and case studies from actual businesses, the book includes pictures, templates, and examples that illustrate the application of the lean methods

discussed.

This book guides B2B leaders along a step by step path to uncommon growth through three transformative shifts: The Digital Selling Shift to digital demand generation, The Digital Customer Experience Makeover to digital customer engagement, The Digital Proposition Pivot to data-powered, digital solutions. The Definitive Guide is informed by the work of Fred Geyer at Prophet, a leading digital transformation consultancy, and Joerg Niessing at INSEAD, a global standard-bearer for business education. Rich case studies from Maersk, Michelin, Adobe, and Air Liquide with best practices from IBM, Salesforce.com, Thyssenkrupp, and scores of leading B2B companies illustrate how putting customers at the heart of digital transformation drives uncommon growth. Fred and Joerg map the route from customer insight to in-market implementation for each transformational shift in four steps: Where to Play - Identify top customer growth opportunities, How to Win - Build the strategy to win customer preference, What to Do - Effectively deliver the strategy, Who is Needed - Assemble the team to make it happen. The two biggest barriers to successful digital transformation, effectively using customer data and enabling employees, are addressed by outlining a clear path to navigate forward based on best practices from other leading companies. The guide has won rave reviews from B2B leaders: "This book illuminates the secret sauce of digital transformation in the B2B space" – David Aaker, renowned brand strategist and bestselling author. "A thought-provoking exploration of three crucial transformational shifts for B2B companies" – Vincent Clerc, CEO, Maersk Ocean & Logistics "This is a great guide to applying best practices to the formidable challenge of digital transformation in complex markets and supply chains." – Dr. Lars Brzoska, Chairman of the Board of Management, Jungheinrich AG. "By providing case examples and step by step assistance in determining where to play, how to win, what to do and who to win, this book fulfilled my need for inspiring and pragmatic transformation guidance" – Lindy Hood, Chief Customer Experience Officer, Zurich Financial North America This very concise and straightforward book is aimed at top executives in virtually any industry who are either new to the concept of Lean and its benefits to them or who have stalled in their transformations and are trying to resurrect their momentum. The book is written in a style that mirrors a typical interaction with an executive across a table with a knowledgeable, experienced Lean coach/consultant. Its style and substance reflect what a candid and casual conversation would sound and feel like. The book includes simple hand-drawn images (thus the title Lean Leadership on a Napkin) to facilitate and simplify basic concepts as if a real dialogue was occurring in an informal setting. It assumes that the executives have a little or no previous knowledge of Lean methodologies or Lean Leadership but have awakened to the possibility of their promise to grow themselves and their enterprises dramatically. Most executives have little time for extensive reading or patience with "sales" presentations. Those same leaders will therefore appreciate the simple, uncluttered, and, above

all, objective summary this book provides. The book breaks down the process of transforming the organization around Lean principles into three component transformational phases or steps, namely, Introduction, Integration, and Internalization (i.e., the I-3 strategy). Each phase includes critical factors to understand, do, and share as well as deep reflection questions to help leaders decide on an appropriate path forward for themselves as leaders and for their organizations. While the Integration and Internalization steps are introduced here, the primary focus of this work is on those critical issues arising in the early, Introduction, step. A unique advantage of this book is that it braids together four critical elements of success—Lean concepts/methodology, culture change, leadership, and business performance. Essentially, the reader will obtain a broad, basic, and solid understanding and leadership foundation about Lean, the leader's unique role in transformation, and confidence to make appropriate decisions about the how and if to proceed. In addition, it will offer a path forward by providing the reader with abundant resources and consulting support for those seeking to launch a Lean transformation.

Use this practical, step-by-step guide on lean agile strategy to harness technological disruption at your large business to successfully advance your business rather than suffer a loss of business. The lean agile enterprise concept is demystified and translated into action as the author shares his experience with both success and major failure in areas such as healthcare, insurance, major airline, manufacturing, financial services, education, and big data. The author shares the good, the bad, and the ugly of enterprise-level adoption of lean startup practices (what we call a "lean corporation"). The book provides step-by-step instructions specifically targeted to technologists in multiple roles—from CEO to a developer on the ground—on how to build a "lean agile corporation" and avoid common traps. Building on the experience of the "lean startup" framework of Steven Blank and Eric Reis, this book takes these concepts to the enterprise level by providing tips and best practice guidelines, sharing "horror stories" and common anti-patterns in a fun and engaging way. What You'll Learn Discover how you can contribute to your company as it becomes a lean agile corporation and survives technological and digital disruption Beat Facebook, Amazon, Apple, and Google at their own game by using methods they use to quickly experiment with new services and features Understand how to advance your career in a lean startup framework Know how you can trace your company's success to your daily work Who This Book Is For Those in technology and business who are interested in strategy, business agility, management, execution, new technologies, and in the future of the business world.

Lean and Trim - The Bikini Model Body Transformation Guide is an insiders guide to transforming the female body, dropping the last 10lbs of body fat and tightening those femining curves. This guide teaches you about bloating, back fat and skinny fat syndrome, unveiling the truth about fat loss.

This book is intended as a self-study guide for the VeriSM™ Foundation, VeriSM™

Essentials, and VeriSM™ Plus qualifications. It also supports classroom and online courses for these qualifications. It is based on the requirements of the syllabuses for these three qualifications (Certification requirements for the VeriSM™ Foundation, VeriSM™ Essentials, and VeriSM™ Plus, a publication of the IFDC – International Foundation for Digital Competence). This guide is also useful for all professionals and organizations involved in delivering value to customers through the development, delivery, operation and/or promotion of services. VeriSM™ Foundation, VeriSM™ Essentials and VeriSM™ Plus prove to be useful to both professionals at the very start of their service management career and also to experienced professionals who need access to a simple service management approach. It refers to the information contained in the VeriSM handbook, “VeriSM™ - A service management approach for the digital age” - published by Van Haren Publishing. This guide has been developed for anyone who works with products and services and will be of particular interest to: graduates and undergraduates, managers (who want to understand how to leverage evolving management practices), service owners and service managers (who need to bring their skills up to date and understand how service management has changed), executives and IT professionals (who need to understand the impact of evolving management practices and new technologies on their role).

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.

Learn how to make your company more efficient, increase customer value with less work and make better use of your organisation's resources by implementing a Lean management strategy. *The Financial Times Guide to Lean* is a guide to the tools that are used to implement Lean, showing you how to apply Lean practices fully into your organisation or company. This book offers a comprehensive and objective look at lean strategy and how it can be tailored for different companies.

This in-depth book addresses a key void in the literature surrounding the Internet

of Things (IoT) and health. By systematically evaluating the benefits of mobile, wireless, and sensor-based IoT technologies when used in health and wellness contexts, the book sheds light on the next frontier for healthcare delivery. These technologies generate data with significant potential to enable superior care delivery, self-empowerment, and wellness management. Collecting valuable insights and recommendations in one accessible volume, chapter authors identify key areas in health and wellness where IoT can be used, highlighting the benefits, barriers, and facilitators of these technologies as well as suggesting areas for improvement in current policy and regulations. Four overarching themes provide a suitable setting to examine the critical insights presented in the 31 chapters: Mobile- and sensor-based solutions Opportunities to incorporate critical aspects of analytics to provide superior insights and thus support better decision-making Critical issues around aspects of IoT in healthcare contexts Applications of portals in healthcare contexts A comprehensive overview that introduces the critical issues regarding the role of IoT technologies for health, Delivering Superior Health and Wellness Management with IoT and Analytics paves the way for scholars, practitioners, students, and other stakeholders to understand how to substantially improve health and wellness management on a global scale.

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 patient.

Praise for The Lean Six Sigma guide to Doing More with Less "At Frito Lay, we have applied many of the concepts and tools in this book, and we are realizing a five to seven times return on our annual Lean Six Sigma investment." —Tony Mattei, Lean Six Sigma Director, Frito Lay "Ecolab has experienced a sustainable, competitive advantage through Lean Six Sigma. The principles in this book are helping us drive greater value for our share-holders, better service for our customers, and talent development opportunities for our associates." —Jeffrey E. Burt, Vice President and Global Deployment Leader, Lean Six Sigma, Ecolab "This book gives excellent insights into Lean Six Sigma and its strong impact within different industries. We used Lean Six Sigma in numerous process improvement projects, which, in turn, helped to create momentum and set up a process improvement culture. Amid a challenging economic environment, we are accelerating this initiative globally." —Satheesh Mahadevan, Directeur des Processus, Société Générale "Our Lean Six Sigma deployment of the concepts and tools described in this book is transforming our business—with tangible benefits for our employees, customers, suppliers, and shareholders." —Jeffrey

Herzfeld, Sr. Vice President and General Manager, Teva Pharmaceuticals USA
"We have deployed the holistic Lean Six Sigma strategy described by Mark George across our enterprise. It is providing remarkable returns for Unum." —Bob Best, Chief Operating Officer, Unum
"The Lean Six Sigma Guide to Doing More with Less presents a comprehensive view of operations transformation, the approaches required for success, leadership's role, and the competitive advantage that results. Transformational changes are enabling us to do more with less, by investing and working smarter." —Ted Doheny, President and COO, Joy Mining Machinery

In a unique and integrated approach, *The Definitive Guide to Emergency Department Operational Improvement: Employing Lean Principles with Current ED Best Practices to Create the "No Wait" Department* exposes you to the academics behind managing the complex service environment that is the ED. The book combines applied management science and ED experience to create a model of how to improve your emergency department operations. After summarizing the current state of emergency medicine, the book offers an in-depth presentation of Lean tools used in the ED along with basic and advanced flow principles grounded in queuing theory and the theory of constraints. It then shows how these concepts are applied in the emergency department and why they work, supported by a comprehensive case study in which Lean principles were used to transform an underperforming ED into a world-class operation. The authors highlight three commonly referenced intervals in the ED: door to doc (input), doc to disposition (throughput), and disposition to departure (output). After reviewing best practices, the authors explain how to achieve excellence in your own environment by discussing change management, leadership, dealing with resistance, and other critical elements of creating a culture of change. Under any scenario realized by healthcare reform, this book provides the tools and concepts to improve your ED for patients, staff, the organization, and ultimately, society.

This volume provides a concise yet comprehensive overview of patient safety issues and quality improvement for the pediatric hematology/oncology/stem cell transplant practice. The book reviews patient safety in complex healthcare delivery systems, delineates the various safety issues affecting pediatric hematology/oncology patients, and discusses quality improvement methods and improvement science that allow the reader to implement and sustain change in their home institution. The text also explores mechanisms to measure quality and safety outcomes, allowing the provider to implement proven processes shown to minimize harm to patients. Written by experts in the field, *Patient Safety and Quality in Pediatric Hematology/Oncology and Stem Cell Transplantation* is a valuable resource for healthcare professionals treating pediatric hematology, oncology and stem cell transplant patients.

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