

Lean Hospitals Improving Quality Patient Safety And Employee Engagement Third Edition

Although initially utilized in business and industrial environments, quality management systems can be adapted into higher education to assess and improve an institution's standards. These strategies are now playing a vital role in educational areas such as teaching, learning, and institutional-level practices. However, quality management tools and models must be adapted to fit with the culture of higher education. *Quality Management Implementation in Higher Education: Practices, Models, and Case Studies* is a pivotal reference source that explores the challenges and solutions of designing quality management models in the current educational culture. Featuring research on topics such as Lean Six Sigma, distance education, and student supervision, this book is ideally designed for school board members, administrators, deans, policymakers, stakeholders, professors, graduate students, education professionals, and researchers seeking current research on the applications and success factors of quality management systems in various facets of higher education.

This book examines the design of two care pathways to establish how key principles associated with systems thinking, quality improvement, and supply chain management can improve the design of these services. 'Lean' has typically been the prominent approach when improving the design of healthcare systems and is often selected by healthcare professionals to standardize and improve the delivery of care. Previous literature shows there has been varying success in the application of 'Lean', the author presents a study which examines the benefits of introducing 'Agile' as an alternative and complementary approach. *Improving Healthcare Operations* explores when 'Lean' and 'Agile' are most applicable, and instances where a hybrid approach can be employed. Including empirical qualitative data collected from two care pathways, it intends to provide organizations with an alternative in order to produce the level and quality of care that is expected by patients.

A valuable reference for those involved in the field of ambulatory patient care, *Improving Quality in Outpatient Services* offers time-tested instruction on how to create a world-class outpatient program. It supplies a high-level overview of current opportunities, national quality programs, and challenges—outlining the policies, procedures, and plans required for success. Stimulating readers with a wealth of practical applications, stories, and examples, the book details the governance, medical staff, and quality structures required to create, implement, and maintain a safe and efficient outpatient program. It introduces powerful techniques for infection control, medication management, risk prevention, and the elimination of medication errors. It also: Lists mandatory policies and procedures Contains practice drills to prepare you for real-world scenarios Explains how to create a report card to measure quality at all levels Includes a sample curriculum that outlines the courseware required by OSHA and other licensing and regulatory agencies The authors address documentation and human resources factors and supply an abundance of information and resources in the appendices, including how and where to apply for certification, medical record review tools, policy and procedure checklists, and a state-by-state listing of resources available for outpatient and ambulatory programs. Explaining how to involve patients in the decision making process, the text details a proven system for evaluating quality at all levels of your organization.

Drawing on the expertise of decision-making professionals, leaders, and managers in health care organizations, *Hospitals & Health Care Organizations: Management Strategies, Operational Techniques, Tools, Templates, and Case Studies* addresses decreasing revenues, increasing costs, and growing consumer expectations in today's increasingly competi

Proven to increase efficiencies in the manufacturing sector, Standard Work has become a key element in reducing process waste, ensuring patient safety, and improving healthcare services. Part of the Lean Tools for Healthcare Series, this reader-friendly book builds on the success of the bestselling, *Standard Work for the Shopfloor*. *Standard Work for Lean Healthcare* explains how to apply this powerful Lean tool to increase patient safety and reduce the cost of providing healthcare services. It illustrates how standardization can help you establish best practices for performing daily work and why it should be the cornerstone for all of your continuous improvement efforts. Presented in an easy-to-assimilate format, the book describes work in terms of cycle time, work in process, takt time, and layout. It also: Defines the key concepts of standard work and explores the essential elements of a continuous improvement culture Provides detailed guidance through the process of creating, maintaining, and improving standards Illustrates the application of standardization and standard work in healthcare with a range of examples Includes access to helpful websites and further reading on standardization, standard work, the 5S System, and Lean healthcare A joint effort between the Rona Consulting Group and Productivity Press, this book presents invaluable insights from pioneers in Lean thinking to help you avoid common mistakes that can lead to unnecessary wastes of time and resources. Each richly illustrated chapter includes a chapter summary, reflection questions, and margin assists that highlight key terms, how-to steps, and healthcare examples—making this an essential resource for healthcare professionals starting out on their Lean journey. This book introduces the concept of 'healthy healthcare' and posits that this new concept is necessary in light of a shortage of healthcare staff in the near future. Healthy healthcare implies that healthcare systems are designed, managed and financed in balance with the available resources to improve workers' health and performance. Ultimately, a balanced perspective taking into account the patient, the staff and the complex healthcare system will lead to a more resource-efficient delivery of high-quality healthcare services. The book synthesizes evidence-based practice and research on the links between healthcare services, employee health and wellbeing, and quality of healthcare from an interdisciplinary perspective. Written by leading experts in this rapidly expanding field of inquiry, this is the first book ever

the inventors of Lean — and offer casestudies and hands-on advice. The latest on the Six Sigma and Lean movements The role of technology and the expanding Lean toolbox Case studies enhance the material Lean For Dummies gives today's business owners and upperlevel management in companies of all sizes and in all industries, the tools and information they need to streamline process and operate more efficiently.

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

Sustainability is a growing area of research in ecology, economics, environmental science, business, and cultural studies. Specifically, sustainable waste disposal and management is a growing concern as both solid and liquid wastes are rapidly expanding in direct correlation with population growth and improved economic conditions across regions. The Handbook of Research on Waste Management Techniques for Sustainability explores the topic of sustainable development in an era where domestic and municipal waste is becoming a concern for both human and environmental health. Highlighting a number of topics relating to pollution, green initiatives, and waste reduction in both the public and private sector, this research-based publication is designed for use by environmental scientists, business executives, researchers, graduate-level students, and policymakers seeking the latest information on sustainability in business, medicine, agriculture, and society. Effective healthcare delivery is a vital concern for citizens and communities across the globe. The numerous facets of this industry require constant re-evaluation and optimization of management techniques. The Handbook of Research on Healthcare Administration and Management is a pivotal reference source for the latest scholarly material on emerging strategies and methods for delivering optimal healthcare opportunities and solutions. Highlighting issues relating to decision making, process optimization, and technological applications, this book is ideally designed for policy makers, administrators, students, professionals, and researchers interested in achieving superior healthcare solutions.

Essentials for the Improvement of Healthcare Using Lean & Six Sigma is all about real and immediate quality improvement. Written by D.H. Stamatis, a renowned expert in organizational development and quality, the book addresses concerns that can be ameliorated with minimal government intervention. Detailing immediate paths for improvement fundamental to primary care, hospitals, and managed care, the book: Introduces much-needed mechanics of change, including transitioning from hierarchical groups to interactive inclusionary teams Focuses on customer satisfaction as a key indicator of quality Explains how Lean and Six Sigma tools can be readily applied to healthcare Spotlights primary care, including how to define and redesign its process and develop better metrics Presents IT applications that will improve billing, documentation, and patient care Examines Malcolm Baldrige National Quality Award criteria as it applies to healthcare Illustrates quality improvements and best practices through real world case studies Includes a companion CD with Six Sigma forms and formulas, Lean improvement tools, and other quality tools and worksheets Whether you think advances in technology and medicine, coupled with freedom of choice, makes the U.S. healthcare system the best in the world, or whether you believe growing costs, regulatory morass, and a tort-obsessed culture drop it to the bottom; it is evident that the processes currently employed and the subsequent defensive medicine philosophy that has resulted will not be able to meet the future demands of our aging society. Through Six Sigma and Lean, this text moves the focus from reactive controls to the proactive efficiency required to implement real and sustainable quality improvements that will allow us to forge a system that is all about wellness.

"Lean Six Sigma: International Standards and Global Guidelines" is a "how-to" book for the global professional.

This book gathers selected peer-reviewed papers presented at the 6th European Lean Educator Conference (ELEC), held in Milan, Italy, on November 11-13, 2019. The conference topics include the following: lean trainings in university and industry collaborations; lean product and process development; lean and people empowerment; emerging contexts for lean applications; measuring lean performance; lean, green and circular; continuous improvement initiatives; lean thinking in practice; organizational culture in lean journeys; and innovative training approaches to teaching lean management. The contributions explore the latest academic and industrial findings on and advances in lean education, and identify innovative methods that allow lean thinking benefits to be achieved in practice. As such, the book presents the outcomes of a fruitful exchange between academia and industry designed to help train the next generation of lean educators.

Part of the Lean Tools for Healthcare series, this user-friendly book will help to improve your understanding of kaizen. It describes exactly what a kaizen event is and details all the phases necessary for implementing continuous improvement practices in your healthcare organization. Kaizen Workshops for Lean Healthcare walks you through the steps o

Today, organizations have achieved an overall failure rate above 80 percent with Lean, Six Sigma, Lean Six Sigma, and continuous improvement in general. This is certainly not due to a shortage of books, consultants, and other online resources about the methodologies and tools, or the success stories of Toyota and others. However, it is due to a shortage of knowledge and practice about the most critical success factors of improvement: leadership, sustaining infrastructure, behavioral and cultural transformation, and now emerging technology. These factors produce 90 percent of the success with continuous and sustainable improvement; the methodologies and tools represent an irrelevant 10 percent. For decades, most organizations have focused on this quick and easy, irrelevant 10 percent through an endless series of fad, in-vogue improvement programs as they attempt to mimic the best-in-class practices of the most successful organizations. Out of the Present Crisis: Rediscovering Improvement in the New Economy is the contemporary version of Deming's famous 1982 book, "Out of the Crisis." The author builds a solid case for organizations to aggressively pursue the next generation of systematic and sustainable improvement through a combined strategy of Deming's back-to-basics, innovation and breakthrough thinking, integration of emerging and enabling technology, and adaptive improvement across diverse environments and industries. The book's practical, pragmatic style is backed up by many real world examples and personal experiences. If you're looking for another book about Lean or Six Sigma "tools" this is not it. But it is a book about how to achieve lasting success by making improvement the cultural standard of excellence and living code of conduct in organizations. This popular book provides executives with an up-to-date and proven reference guide for rediscovering successful systematic and sustainable improvement in today's economy. The author demonstrates the importance of viewing improvement as a continuous manageable "process" and covers the most critical success factors of leadership, sustaining infrastructure, behavioral and cultural transformation, and emerging technology in a practical, no-nonsense, "how-to-do" style. The

book provides specific guidance for all industries including public and private corporations, hospitals, financial services, airlines, municipalities, and federal, state, and local governments.

While there are a growing number of books based on the Toyota Production System, or lean, focused on healthcare, there are very few that detail the tools that make lean more than just a way of thinking and put the methodology into practice. Based on Hiroyuki Hirano's classic 5 Pillars of the Visual Workplace and modeled after the Shingo Prize-winning Shopfloor Series for Lean Manufacturers, 5S for Healthcare adopts a proven reader-friendly format to impart all the information needed to understand and implement this essential lean methodology. It provides examples and case studies based on the experiences of the principals involved with the Rona Consulting Group, who were responsible for the groundbreaking implementation of the Toyota Production System at the Virginia Mason Medical Center. Written to readily assist with hands-on implementation efforts, this volume offers innovative features designed to improve understanding and support application. This includes helpful how-to-steps and practical examples taken directly from the healthcare industry.

Simple Steps to Improve Patient Safety, Patient Flow and the Bottom Line This thoroughly revised resource shows, step-by-step, how to simplify, streamline, analyze, and optimize healthcare performance using tested Lean Six Sigma and change management techniques. Lean Six Sigma for Hospitals, Second Edition, follows the patient from the front door of the hospital or emergency room all the way through discharge. The book fully explains how to improve operations and quality of care while dramatically reducing costs—often in just five days. Real-world case studies from major healthcare institutions illustrate successful implementations of Lean Six Sigma. Coverage includes: • Lean Six Sigma for hospitals, emergency departments, operating rooms, medical imaging facilities, nursing units, pharmacies, and ICUs • Patient flow and quality • Clinical staff • Order and claims accuracy • Billing and collection • Defect and medical error reduction • Excel power tools for Lean Six Sigma • Data mining and analysis • Process flow charts and control charts • Laser-focused process innovation • Statistical tools for Lean Six Sigma • Planning and implementation

Describes how to build a competitive edge by developing superior operations This comprehensive, practice-oriented text illustrates how healthcare organizations can gain a competitive edge through superior operations – and demonstrates how to achieve them. Underscoring the importance of a strategic perspective, the book describes how to attain excellence in the four competitive priorities: quality, cost, delivery, and flexibility. The competitive priorities are interrelated, with excellent quality laying the foundation for performance in the other competitive priorities, and with targeted improvement initiatives having synergistic effects. The text stresses the benefits of aligning the entire operations system within the parameters of a business strategy. It equips students with a conceptual mental model of healthcare operations in which all concepts and tools fit together logically. With a hands-on approach, the book clearly demonstrates the “how-tos” of effectively managing a healthcare organization. It describes how to negotiate the different perspectives of clinicians and administrators by offering a common platform for building competitive advantage. To bring the cultural context of a healthcare organization to life, the book engages students with a series of short vignettes of a fictitious healthcare organization as it strives to achieve the status of a highly reliable organization. Integrated throughout are a variety of tools and quantitative techniques with step-by-step instructions to assist in problem solving and process improvements. Also included are mind maps linking competitive priorities and concepts, quick-reference icons, dashboards displaying measurement and process tracking, and boxed features. Several project ideas, team assignments, and creative thinking exercises are proposed. A comprehensive Instructor Packet and online tutorials further enhance the book’s outstanding value. **Key Features:** Includes mind maps to connect competitive priorities, concepts, and tools Provides an extensive tool kit for problem solving and process improvements Presents icons throughout the text to emphasize competitive priorities and tool coverage Emphasizes measurement with dashboards and includes data files for statistical process control, queuing, and simulation Demonstrates human dynamics and organizational challenges through realistic vignettes Presents boxed features of frequently asked questions and real-world implementations of concepts Provides comprehensive Instructor Packet and online tutorials

Lean Hospitals Improving Quality, Patient Safety, and Employee Engagement, Second Edition CRC Press

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.

Amidst a deepening crisis in U.S. health care, **Advanced Performance Improvement in Health Care** provides a results-oriented approach to rehabilitating an ailing healthcare system. With his innovative, instructive strategies, Lighter offers a welcome road map to guide meaningful change in the industry and to equip healthcare managers to meet 21st century challenges. **Advanced Performance Improvement in Health Care: Principles and Methods** provides healthcare educators, leaders, and clinicians with the specific knowledge and tools vital for creating and advocating for quality-centric, next-generation healthcare organizations. This unique compilation of management, analytical, and statistical methods and techniques serves as a comprehensive guide to harnessing today's technology and developing a culture of quality that delivers sustainable, quantifiable value in healthcare organizations.

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.

Combining and integrating cross-institutional data remains a challenge for both researchers and those involved in patient care. Patient-generated data can contribute precious information to healthcare professionals by enabling monitoring under normal life conditions and also helping patients play a more active role in their own care. This book presents the proceedings of MEDINFO 2019, the 17th World Congress on Medical and Health Informatics, held in Lyon, France, from 25 to 30 August 2019. The theme of this year's conference was 'Health and Wellbeing: E-Networks for All', stressing the increasing importance of networks in healthcare on the one hand, and the patient-centered perspective on the other. Over 1100 manuscripts were submitted to the conference and, after a thorough review process by at least three reviewers and assessment by a scientific program committee member, 285 papers and 296 posters were accepted, together with 47 podium abstracts, 7 demonstrations, 45 panels, 21 workshops and 9 tutorials. All accepted paper and poster contributions are included in these proceedings. The papers are grouped under four thematic tracks: interpreting health and biomedical data, supporting care delivery, enabling precision medicine and public health, and the human element in medical informatics. The posters are divided into the same four groups. The book presents an overview of state-of-the-art informatics projects from multiple regions of the world; it will be of interest to anyone working in the field of medical informatics.

Healthcare organizations are increasingly under financial and regulatory pressures to improve the quality of care they deliver. However many organizations are challenged in their ability to fully integrate quality improvement measures into the strategic planning process. This unique text examines the most successful processes for integrating quality into the strategic planning process through sophisticated quality measurement and monitoring systems. The authors present a framework that addresses all of the domains and dimensions of quality and their integration into the range of operational ac

This book explores the various features of work environments that affect nurses' experiences of their work, their interactions with co-workers and patients, and ultimately health care quality and patient outcomes. Using a broad and comprehensive approach, the authors identify the most extensively researched and best-understood concepts in the field and presents a critical and up-to-date review of the evidence regarding causes and effects of work environment features. It then presents evidence regarding organizational interventions aimed at broad ranges of clinical practices and outcomes, such as team-based interventions and management practices to improve practice climate. The ideas, approaches, and evidence are presented by a team of researchers and experienced practitioner/leaders; taken together, they form a state-of-the-science toolkit. Unique features of this book include a systematic presentation of best practices in nursing and healthcare leadership, along with the conceptual grounding and empirical support for these approaches, and extensive demonstrations of how these practices, many of which originated in North America, apply to European contexts.

Tens of thousands of patients die unnecessarily every year as a result of errors and defects in our healthcare processes. Those that survive often pay too much for the privilege. The value stream mapping methods described in Mapping Clinical Value Streams will help you achieve more efficient health care processes and will pave the way to an improved medical system with significantly reduced medical errors and other costly waste. Part of the Lean Tools in Healthcare series, this user-friendly book will help you understand how to use value stream mapping to provide quality, patient-centered care. Value stream mapping is a powerful tool for observing and depicting processes as they truly are—and for envisioning and reconfiguring the same processes to eliminate errors and other waste. With this book, you'll learn how to: Map current-state processes Create a future-state map with processes streamlined through "flow" and "pull" Manage the rollout of your future state with "A3" project plans Presented in a highly organized and easy-to-assimilate format, the book includes examples from actual healthcare processes, plus numerous illustrations and margin assists that call your attention to key points. Value stream mapping icons make it easy to see and understand the ebb and flow of healthcare processes. Each chapter also includes a summary for quick review. Throughout the book you will be asked to reflect on questions that will help you apply these concepts and techniques to your own workplace. To be competitive in today's marketplace, you cannot afford to leave processes unexamined, or let them become haphazard. You must apply conscious, quality attention to continuously see and fix your healthcare processes. In Mapping Clinical Value Streams, Shingo Prize-winning author Thomas L. Jackson shows you how.

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 Executives Guide to Healthcare Kaizen. Hospitals and health systems are facing many challenges, including shrinking reimbursements and the need to improve patient safety and quality. A growing number of healthcare organizations are turning to the Lean management system as an alternative to traditional cost cutting and layoffs. "Kaizen," which is translated from Japanese as "good change" or "change for the better," is a core pillar of the Lean strategy for today's best healthcare organizations. Kaizen is a powerful approach for creating a continuously learning and continuously improving organizations. A Kaizen culture leads to everyday actions that improve patient care and create better workplaces, while improving the organization's long-term bottom line. The Executive Guide to Healthcare Kaizen is the perfect introduction to executives and leaders who want to create and support this culture of continuous improvement. The Executive Guide to Healthcare Kaizen is an introduction to kaizen principles and an overview of the leadership behaviors and mindsets required to create a kaizen culture or a culture of continuous improvement. The book is specifically written for busy C-level executives, vice presidents, directors, and managers who need to understand the power of this methodology. The Executive Guide to Healthcare Kaizen shares real and practical examples and stories from leading healthcare organizations, including Franciscan St. Francis Health System, located in Indiana. Franciscan St. Francis' employees and physicians have implemented and documented 4,000 Kaizen improvements each of the last three years, resulting in millions of dollars in hard

savings and softer benefits for patients and staff. Chapters cover topics such as the need for Kaizen, different types of Kaizen (including Rapid Improvement Events and daily Kaizen), creating a Kaizen culture, practical methods for facilitating Kaizen improvements, the role of senior leaders and other leaders in Kaizen, and creating an organization-wide Kaizen program. The book contains a new introduction by Gary Kaplan, MD, CEO of Virginia Mason Medical Center in Seattle, Washington, which was named "Hospital of the Decade" in 2012. The Executive Guide to Healthcare Kaizen is a companion book to the larger book Healthcare Kaizen: Engaging Front-Line Staff in Sustainable Continuous Improvements (2012). Healthcare Kaizen is a longer, more complete "how to" guide that includes over 200 full color images, including over 100 real kaizen examples from various health systems around the world. Healthcare Kaizen was named a recipient of the prestigious Shingo Professional Publication and Research Award. Check out what the experts at the Franciscan St. Francis Health System have to say about Healthcare Kaizen.

<http://www.youtube.com/watch?v=XcGmP5gLEPo&feature=c4-overview&list=UU7jiTxn4nkMzOE5eTbf0Upw>

Reflecting the challenges and opportunities of achieving improvement in healthcare systems, the contributions of this innovative new text lend depth and nuance to an increasing area of academic debate. Encompassing context, processes and agency, Managing Improvements in Healthcare addresses the task of attaining, embedding and sustaining improvement in the industry. The book begins by offering insight into the different valued aspects of quality, providing specific examples of national and organizational interventions in pursuit of improvement. The second part focuses on strategies for embedding good practice and ensuring the spread of high quality through knowledge mobilization, and the final part draws attention to the different groups of change agents involved in delivering, co-creating and benefitting from quality improvement. This inventive text will be insightful to those researchers interested in healthcare and organization, looking to transform theory into policy and practice.

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. Instead of building new hospitals that import old systems and problems, the time has come to reexamine many of our ideas about what a hospital should be. Can a building foster continuous improvement? How can we design it to be flexible and useful well into the future? How can we do more with less? Winner of a 2013 Shingo Prize for Operational Excellence! Answering these questions and more, Lean-Led Hospital Design: Creating the Efficient Hospital of the Future explains how hospitals can be built to increase patient safety and reduce wait times while eliminating waste, lowering costs, and easing some of healthcare's most persistent problems. It supplies a simplified timeline of architectural planning—from start to finish—to guide readers through the various stages of the Lean design development philosophy, including Lean architectural design and Lean work design. It includes examples from several real healthcare facility design and construction projects, as well as interviews with hospital leaders and architects. Check out a video of the authors discussing their book, Lean-Led Hospital Design at the 2012 Med Assets Healthcare Business Summit. www.modernhealthcare.com/section/LiveatHBS

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.

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