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Rethinking Lean in Healthcare. DOI link for Rethinking Lean in Healthcare. Rethinking Lean in Healthcare book. A Business Novel on How a Hospital Restored Quality Patient Care and Obtained Financial Stability Using Lean. By Thomas G. Zidel. Edition 1st Edition. First Published 2016. eBook Published 5 August 2016. Pub. location New York.

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This book deals with a hospital's struggle to secure and maintain financial stability. In the story, the leadership team of a fictional hospital adopts the tools and principles associated with the Toyota Production System or Lean. The story takes the reader through leadership's arduous journey from rejecting the methodology to embracing it, to successful implementation. This book is important because many of our nation's hospitals are besieged with financial difficulties with declining reimbursement and the public is losing confidence in our hospital's ability to provide quality care without error. Lean can provide relief from these issues but only if it is properly implemented.

"""Reengineering Health Care" gets to the core of transforming our current system by advocating the widespread use of IT, eliminating inefficient practices, and keeping the system focused on a healthy individual and not on a broken process.""--Newt Gingrich, Founder of the Center for Health Transformation, and former Speaker of the U.S. House of Representatives ""This book is a prescription for streamlining health care. Using the techniques that have successfully transformed business into customer-focused and efficient organizations, the authors provide a step-by-step approach to improving health care processes, guiding health care into the next generation of Lean delivery systems.""--Dr. John Halamka, Chief Information Officer, Beth Israel Deaconess Medical Center ""In health care, we tend to inundate our people with information, rather than enabling them to have insights. This concise guide will resonate with both senior and front-line managers who know they're engaged in unproductive work. They will see that reengineering is not overly difficult and can enable them to improve patient care and efficiency.""--Trevor Fetter, President and CEO, Tenet Health Corporation, and Trustee, Federation of American Hospitals ""It isn't reform that will fix our ailing health care system, its reengineering. Champy and Greenspun highlight organizations that have transformed, and reinvented, themselves by reengineering care delivery--they've lowered costs, improved care quality and patient safety, and increased the satisfaction of those giving and receiving care. Every clinician, hospital executive, and politician should read this book.""--Bill Crounse, M.D., Senior Director, Worldwide Health, Microsoft Corporation ""Implement health care technology, and you have better health care tools; reengineer with a focus on technology, process, and people, and you have a better health care system. This straightforward guide shows how to transform health care to maximize quality, safety, convenience, and impact the cost of delivery. No one can read this book and not feel a profound call to action.""--H. Stephen Lieber, CAE, President & CEO, HIMSS In their legendary book, "Reengineering the Corporation", Jim Champy and Michael Hammer introduced businesspeople to the enormous power of a revolutionary methodology called "reengineering". Using reengineering, businesses around the world have systematically retooled their processes--achieving dramatic cost savings, greater customer satisfaction, and more value. Now, Jim Champy and Dr. Harry Greenspun show how to apply the proven reengineering methodology in health care: throughout physician practices, hospitals, and even entire health systems. You'll meet innovative and visionary leaders who've been successfully reengineering organizations across the entire delivery spectrum and learn powerful lessons for improving quality, reducing costs, and expanding access. This book doesn't just demonstrate the immense potential of health care reengineering to revolutionize health care delivery: "it offers a clear roadmap for realizing that potential in your own organization""." Deliver Better Care to More People, at Lower Cost How reengineering can lead to more efficient, safer delivery--and sharply reduced costs How to focus on prevention and wellness, as well as chronic disease and hospital care How to earn the trust, contributions, and passion of skeptical physicians and health care professionals How to harness technology to create more seamless, accessible, valued, and sustainable health care systems--and avoid technology's pitfalls How Zeev Neuwirth transformed the Lenox Hill Hospital ER and the 700-doctor Harvard Vanguard Medical Associates practice How Tom Knight is revolutionizing patient safety at Methodist Hospital System, one of America's largest private, nonprofit medical complexes How to start today in your own organization!

A growing, aging population; the rise to epidemic proportions of various chronic diseases; competing, often overlapping medical technologies; and of course, skyrocketing costs compounded by waste and inefficiency - these are just a few of the multifarious challenges currently facing healthcare delivery. An unexpected source of solutions is being imported from the manufacturing sector: lean thinking. Lean Principles for Healthcare presents a conceptual framework, management principles, and practical tools for professionals tasked with designing and implementing modern, streamlined healthcare systems or overhauling faulty ones. Focusing on core components such as knowledge management, e-health, patient-centeredness, and collaborative care, chapters illustrate lean concepts in action across specialties (as diverse as nursing, urology, and emergency care) and around the globe. Extended case examples show health systems responding to consumer needs and provider realities with equal efficiency and effectiveness, and improved quality and patient outcomes. Further, contributors tackle the gamut of technological, medical, cultural, and business issues, among them: Initiatives of service-oriented architecture towards performance improvement Adapted lean thinking for emergency departments Lean thinking in dementia care through smart assistive technology Supporting preventive healthcare with persuasive services Value stream mapping for lean healthcare A technology mediated solution to reduce healthcare disparities Geared toward both how lean ideas can be carried out and how they are being used successfully in the real world, Lean Principles for Healthcare not only brings expert knowledge to healthcare managers and health services researchers but to all who have an interest in superior healthcare delivery.

Healthcare leaders around the world are facing tough challenges, including the need to deliver better value for patients and payers, which means improving quality while reducing cost. It might seem impossible to do both, but organizations around the world are proving it's possible, through Lean. Health systems are able to enhance all dimensions of patient care, including both safety and service, while creating more engaging and less frustrating workplaces for healthcare professionals and staff... all leading to improved long-term financial performance. Building on the success of the first two editions of this Shingo Prize-Winning book, Lean Hospitals: Improving Quality, Patient Safety, and Employee Engagement, Third Edition explains how to use the Lean philosophy and management system to improve safety, quality, access, and morale while reducing costs. Lean healthcare expert Mark Graban examines the challenges facing today's health systems, including rising costs, falling reimbursement rates or budget constraints, employee retention, and harm to patients. The new edition of this international bestseller (translated into eight languages) begins with an overview of Lean methods and mindsets. It explains how engaging staff and leaders in Lean practices such as value stream mapping and process observation can help reduce wasted motion for caregivers, prevent delays for patients, and improve the long-term health of your organization. In addition to a new introduction from John Toussaint, this updated edition includes: New and updated material on identifying waste, A3 problem solving, employee idea management, kanban for materials management, and strategy deployment New case studies and examples including a new 5S case study (Franciscan St. Francis Health) and other case examples highlighting the challenges and successes of an academic medical center and a small urgent access hospital, featuring quotes and stories from executives New examples and updated data throughout, including revised chapters on patient safety and patient flow challenges and the improvements driven by Lean Detailing the mindsets and methods needed for a successful transition to a Lean culture, the book provides the understanding of Lean practices including value stream mapping, standardized work, error proofing, root cause problem solving, and daily improvement processes needed to reduce common hospital errors and improve performance in other dimensions. The balanced approach outlined in this book will guide you through the process of improving the quality of care and service while reducing costs in your hospital. \*The Lean Certification and Oversight Appeals committee has approved Lean Hospitals as recommended reading for those in pursuit of Lean Bronze Certification from SME, AME, Shingo Prize, and ASQ

States are increasingly important players in the current efforts to reform U.S. health care, as the federal government withdraws from this responsibility. Robert B. Hackey analyzes the varied routes states have taken in reformulating health care policy and provides a road map of what specific strategies work and why. In this comparative case study, Hackey focuses on four states--Massachusetts, New Hampshire, New York and Rhode Island--that have had markedly different experiences with regulating health care over the past two decades. Hackey's detailed comparisons show how the states' policies changed over time, moving from regulatory to market-oriented solutions, and examines which policy programs appear best poised to meet the future. Hackey uses regime theory to explain how the states' policy choices concerning cost control and entry regulation were shaped by the prevailing political culture and institution of each state. He concludes that the autonomy of state government form special interests is vital to the successful adoption, implementation and outcome of state initiatives. Rethinking Health Care Policy offers policymakers, planners and specialists useful insights into the politics of state regulation and into future directions for health care reform.

Winner of the Axiom Business Book Award Silver Medal - Operations Management and Shingo Research and Professional Publication Award! Your healthcare organization cannot afford to waste time, money, or resources on an improper Lean implementation. You want to create a culture of continuous improvement, not a regime of tools that address problem areas but have short-lived results. Lean Done Right: Achieve and Maintain Reform in Your Healthcare Organization provides a roadmap for launching a transformative and sustainable Lean initiative. The Lean implementation model focuses on strategically directed action, developing a lean organizational culture, and enhancing the care delivery system. Chapters include: Death by Kaizen Event A Lean Implementation Model Strategically Directed Action The Culture-Creating Path Implement the Value Stream Work Plan The System-Creating Path Instructor Resources: PowerPoint slides of the exhibits from selected chapters.

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.

An analysis of cutting-edge thinking on nutrition answers why a whole-food, plant-based diet provides optimal nutrition and demonstrates how far the scientific reductionism of the nutrition orthodoxy has gotten off track.

In the wake of Europe's so-called refugee crisis in 2015 and 2016, even traditionally open countries such as Sweden and Germany adopted hostile policies on refugees, closing borders and linking refugees with terrorism and threats to national security. Once deemed taboo, uncharitable conduct towards those in need has become increasingly acceptable, and even desirable, throughout the Western world. From Righteousness to Far Right follows nineteen months of ethnographic fieldwork with a grassroots NGO in a small Swedish village, where over one hundred refugees were housed. Through an embedded, anthropological study of day-to-day life in refugee resettlement, Emma Mc Cluskey examines how increasingly antagonistic and xenophobic policies concerning refugees gained legitimacy. Arguing that existing approaches to critical security studies inadequately address the textured, contradictory, and often resistant practices of everyday life within societies, Mc Cluskey re-gears securitization theory along anthropological lines and shifts the focus of the investigation onto the quotidian realm, where much of the controversy over migration and security plays out. A provocative and original political statement on today's increasingly conservative society, From Righteousness to Far Right presents an astounding new perspective on the recent refugee crises and the acceptance and normalization of far-right and securitarian politics.