

## Transforming Health Care Virginia Mason Medical Centers Pursuit Of The Perfect Patient Experience

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

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.

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Lean can provide relief from these issues but only if it is properly implemented. Transforming Health Care Virginia Mason Medical Center's Pursuit of the Perfect Patient Experience CRC Press

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

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

The practice of modern medicine requires sophisticated information technologies with which to manage patient information, plan diagnostic procedures, interpret laboratory results, and conduct research. Designed for a broad audience, this book fills the need for a high quality reference in computers and medicine, first explaining basic concepts, then illustrating them with specific systems and technologies. Medical Informatics provides both a conceptual framework and a practical inspiration for this swiftly emerging scientific discipline. The second edition covers system design and engineering, ethics of health informatics, system evaluation and technology assessment, public health and consumer use of health information, and healthcare financing.

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. 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

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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. The inspiring story of how a leading innovator in patient safety found a simple way to save countless lives. First, do no harm—doctors, nurses and clinicians swear by this code of conduct. Yet in hospitals and doctors' offices across the country, errors are made every single day - avoidable, simple mistakes that often cost lives. Inspired by two medical mistakes that not only ended in unnecessary deaths but hit close to home, Dr. Peter Pronovost made it his personal mission to improve patient safety and make preventable deaths a thing of the past, one hospital at a time. Dr. Pronovost began with simple improvements to a common procedure in the ER and ICU units at Johns Hopkins Hospital. Creating an easy five-step checklist based on the most up-to-date research for his fellow doctors and nurses to follow, he hoped that streamlining the procedure itself could slow the rate of infections patients often died from. But what Dr. Pronovost discovered was that doctors and nurses needed more than a checklist: the day-to-day environment needed to be more patient-driven and staff needed to see scientific results in order to know their efforts were a success. After those changes took effect, the units Dr. Pronovost worked with decreased their rate of infection by 70%. Today, all fifty states are implementing Dr. Pronovost's programs, which have the potential to save more lives than any other medical innovation in the past twenty-five years. But his ideas are just the beginning of the changes being made by doctors and nurses across the country making huge leaps to improve patient care. In *Safe Patients, Smart Hospitals*, Dr. Pronovost shares his own experience, anecdotal stories from his colleagues at Johns Hopkins and other hospitals that have made his approach their own, alongside comprehensive research—showing readers how small changes make a huge difference in patient care. Inspiring and thought provoking, this compelling book shows how one person with a cause really can make a huge difference in our lives.

This book is a reference guide for healthcare executives and technology providers involved in the ongoing digital transformation of the healthcare sector. The book focuses specifically on the challenges and opportunities for health systems in their journey toward a digital future. It draws from proprietary research and public information, along with interviews with over one hundred and fifty executives in leading health systems such as Cleveland Clinic, Partners, Mayo, Kaiser, and Intermountain as well as numerous technology and retail providers. The authors explore the important role of technology and that of EHR systems, digital health innovators, and big tech firms in the ongoing digital transformation of healthcare. Importantly, the book draws on the accelerated learnings of the healthcare sector during the COVID-19 pandemic in their digital transformation efforts to adopt telehealth and virtual care models. Features of this book: Provides an understanding of the current state of digital transformation

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and the factors influencing the ongoing transformation of the healthcare sector. Includes interviews with executives from leading health systems. Describes the important role of emerging technologies; EHR systems, digital health innovators, and more. Includes case studies from innovative health organizations. Provides a set of templates and frameworks for developing and implementing a digital roadmap. Based on best practices from real-life examples, the book is a guidebook that provides a set of templates and frameworks for digital transformation practitioners in healthcare.

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

The anthrax incidents following the 9/11 terrorist attacks put the spotlight on the nation's public health agencies, placing it under an unprecedented scrutiny that added new dimensions to the complex issues considered in this report. *The Future of the Public's Health in the 21st Century* reaffirms the vision of Healthy People 2010, and outlines a systems approach to assuring the nation's health in practice, research, and policy. This approach focuses on joining the unique resources and perspectives of diverse sectors and entities and challenges these groups to work in a concerted, strategic way to promote and protect the public's health. Focusing on diverse partnerships as the framework for public health, the book discusses: The need for a shift from an individual to a population-based approach in practice, research, policy, and community engagement. The status of the governmental public health infrastructure and what needs to be improved, including its interface with the health care delivery system. The roles nongovernment actors, such as academia, business, local communities and the media can play in creating a healthy nation. Providing an accessible analysis, this book will be important to public health policy-makers and practitioners, business and community leaders, health advocates, educators and journalists.

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 cased 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.

Our increased understanding of health and disease coupled with major technologic advances has resulted in rapid and significant changes in the practice of medicine. How we prepare physicians for clinical practice 20, 30, or 40 years from now is of paramount importance to medical educators, to the future professionals, and to society at large. *Implementing Biomedical Innovations into Health, Education, and Practice* delves into this important question, discussing the effects of precision medicine, bioinformatics, biologic and environmental forces, and societal shifts on the physician's approach to diagnosis and therapy. The author interviewed world-renowned physicians, medical educators, healthcare leaders, and research professionals—their insights and quotes are woven throughout the narrative. Professionally illustrated, this relevant resource is a must-have for all medical professionals who incorporate technology and biomedical innovations in their research and clinical practice. It encourages thoughtful analysis on adapting and developing the foundational

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knowledge, skills, and aptitudes of future physicians and other healthcare professionals, and it belongs in your library. “Having completed deanship at one of America’s leading medical schools, Jim Woolliscroft produces an insightful, contemplative projection of the likely skill and behavioral needs of the physician workforce for the mid-21st century...The result is a playbook for physician training that responds effectively to the daunting challenges faced in the coming transformation of the role of physicians in protecting the health of our nation. James L. Madara, MD, CEO, American Medical Association “Dr. Woolliscroft’s provocative new book will become must reading for all who are serious about educating the next generation of physicians and health care leaders. Leveraging his own experience as a consummate educator and interviews with numerous thought leaders, he identifies the uncertainties, challenges and disruptions to the practice of medicine in the decades ahead. The implications and imperatives for the coming generations of physicians are compelling and of critical importance for care givers, policy makers, and most pointedly educators in the U.S. and around the world. Gary S. Kaplan MD, Chairman and CEO, Virginia Mason Health System “This ambitious masterpiece, by one of the leading medical educators of our time, fully captures the ongoing changes and disruptions in medicine today, and how they will influence the care of patients and the training of young physicians in the future. Eric Topol, MD, Executive Vice President, Scripps Research, Author of Deep Medicine Discusses likely technologic disruptors: sensors, AI, machine learning, and robotics Highlights microbiota, genetics, molecular biology, gene therapy, and regenerative and precision medicine as likely disruptors Presents an intriguing set of scenarios depicting the life of future physicians

The Mayo Clinic physician and founder of The Patient Revolution offers a “thoroughly convincing. . . call to action for medical industry reform” (Kirkus). Winner of the 2018 PenCraft Award for Literary Excellence, *Why We Revolt* exposes the corruption and negligence that are endemic in America’s healthcare system—and offers a blueprint for revolutionizing patient care across the country. Through a series of essays and first-hand accounts, Dr. Victor M. Montori demonstrates how the system has been increasingly exploited and industrialized, putting profit before patients. As costs soar, the United States continues to fall behind other countries on patient outcomes. Offering concrete, direct actions we can take to bring positive change to the healthcare system, *Why We Revolt* is an inspiring call-to-action for physicians, policymakers, and patients alike. Dr. Montori shows how we can work together to create a system that offers tailored healthcare in a kind and careful way. All proceeds from *Why We Revolt* go directly to Patient Revolution, a non-profit organization founded by Dr. Montori that empowers patients, caregivers, community advocates, and clinicians to rebuild our healthcare system.

Since adapting the principles of the Toyota Production System to health care in 2002, Virginia Mason Health System has made enormous leaps forward in quality, safety, patient experience of care, and affordability. It has achieved world-class levels of patient satisfaction and has been honored as one of the safest hospitals in the country. *A Leadership Journey in Health Care: Virginia Mason's Story* supplies an inside look at process improvement from the world leader in applying Lean methods to health care. It presents key lessons learned as well as the best practices developed at Virginia Mason during its 12-year process improvement journey. Just as important, Virginia Mason’s culture of leadership at all levels sets it apart from others in the health care universe. Describing why it’s critical for leadership to be actively involved in any process improvement initiative, the book illustrates exactly what leadership looks like at all levels within Virginia Mason. In the book, bestselling author Charles Kenney introduces

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breakthrough new work at Virginia Mason that most health care audiences have yet to read about. He details the reasons why governance has played such a big role in Virginia Mason's success and discusses a game-changing initiative concerning respect for people. After reading this book, you will better understand the active leadership style that has propelled Virginia Mason's success. By following the best practices and lessons learned, you will be prepared to teach, coach, and encourage your team to achieve streamlined and standardized work, sustained improvements, and increased patient satisfaction. Foreword by Carolyn Corvi, Virginia Mason Health System/Virginia Mason Medical Center Boards of Directors; Retired Vice President and General Manager, Boeing Commercial Airplanes

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 improve

Bringing together some of the strongest and most advanced voices in the field of medicine and technology, Strategy for the Future of Health examines the constantly changing horizon of ideas and technologies which must be addressed by decision makers involved in health-related resource allocation. Future progress and the provision of long-term solutions in healthcare and medicine depend on the decisions to invest in research, development and education today. This book touches upon all aspects of the system and is rich and diverse enough to provide direction in goal formation for those concerned in making such decisions. Strategy for the Future of Health addresses the unprecedented technological revolution in healthcare which is manifesting itself in the convergence of molecular biology, computer and medical science, electrical, mechanical, genetic and biomedical engineering. Health professionals look towards a future where caring machines will assist them in much of their work and consumers will diagnose and treat themselves with self-health tools, personalized designer drugs and automatic surgery bubbles. Such developments could lead to both dramatic cost reduction and eventually to the delivery of error-free healthcare.

Simple Steps to Improve Patient Safety, Patient Flow and the Bottom Line A Doody's Core Title for 2020! 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

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Healthcare in the United States is in need of reform. The industry must learn to operate in a fundamentally different way if there is any hope of delivering safer, more reliable, higher quality care with improved patient and staff experience-and accomplish all of this at the lowest possible cost. Advanced Lean in Healthcare is a practical guide for anyone in the healthcare industry. The book presents a novel approach to creating an advanced operating system, breaking it down into simple-to-understand steps.

Borrowing from a business system with its roots in manufacturing, Advanced Lean in Healthcare narrates a healthcare industry operational problem through the experience of a patient: a young boy ravaged by terminal illness. By putting a real-world lens on the situation, the book takes the reader through five levels of the increasingly advanced steps of a lean transformation, giving them a bird's-eye view of the required operational and management shifts. By introducing lean strategies one-by-one, the authors provide an easy-to-understand plan for providing higher quality care, improved patient and staff experience, and significant cost savings for healthcare organizations. At its core, lean is a business strategy that aims to increase customer satisfaction and improve staff and corporate productivity by reducing the amount of non-value added work (waste). By engaging everyone in an organization in problem solving to reduce waste, the efficiency and quality of patient care can be optimized. In addition, engaging the entire workforce produces harder-to-quantify results, such as improved morale and greater organizational capability for future problem solving and growth. Advanced Lean in Healthcare introduces the various terms and methodologies of lean and compares them side-by-side with more traditional methods, demonstrating how the five level operating system stacks up against the status quo. In addition, a multitude of colored graphs, photographs, and lists are used to demonstrate and augment the detailed text. By providing specific examples of what works and what doesn't work, the authors make the transformation to a lean system an attainable goal for any organization that is truly committed to change and continuous improvement. The five levels are divided into ten chapters, each building on its predecessor, to provide a clear framework from beginning to end, which healthcare organizations can adapt to their own needs. The end result is a framework that is accessible by anyone in the healthcare industry-including physicians, nurses, technicians, managers, and executives-to create a true transformational shift in their daily operations, making their organization run better, more efficiently, and more affordably, all while maintaining the highest standard of quality and service.

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 o

Calming fears, alleviating suffering, enhancing and saving lives -- this is what motivates doctors virtually every single day. When the structure and culture in which physicians work are well aligned, being a doctor is a most rewarding job. But something has gone wrong in the physician world, and it is urgent that we fix it. Fundamental flaws in the US health care system make it more difficult and less rewarding than ever to be a doctor. The convergence of a complex amalgam of forces prevents primary care and specialty physicians from doing what they most want to do: Put their patients first at every step in

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the care process every time. Barriers include regulation, bureaucracy, the liability burden, reduced reimbursements, and much more. Physicians must accept the responsibility for guiding our nation toward a better health care delivery system, but the pathway forward -- amidst jarring changes in our health care system -- is not always clear. In *The Doctor Crisis*, Dr. Jack Cochran, executive director of The Permanente Federation, and author Charles Kenney show how we can improve health care on a grassroots level, regardless of political policy disputes, by improving conditions for physicians and asking them to take on broader accountability; by calling on physicians to be effective leaders as well as excellent clinicians. The authors clarify the necessary steps required to enable physicians to focus on patient care and offer concrete ideas for establishing systems that place patients' needs above all else. Cochran and Kenney make a compelling case that fixing the doctor crisis is a prerequisite to achieving access to quality and affordable health care throughout the United States.

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

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

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market. Healthcare at a Turning Point provides guidance to executives ready for that contest as well as a roadmap for change.

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

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

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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>

Forewords by James L. Reinertsen and Edgar H. Schein *Rewriting the Unwritten Rules to Change Patient Care for the Better!* With healthcare reform a priority and traditional physician roles shifting, mutually agreed-on expectations between physicians and organizations are essential to bring change and lasting results. Typically, these expectations have been unarticulated and merely assumed. A new, written compact--a set of explicit terms carefully negotiated by doctors and administrators to define their relationship through dialogue and respectful airing of different perspectives--is foundational to partnership and successful performance. This book provides an in-depth look at the background, development, and implementation of a new compact to strengthen and align expectations in today's healthcare environment. Learn how organizations can use a physician-organization compact to integrate various entities brought together through mergers or acquisitions, to support clinical integration, and to engage physicians. Practical applications throughout the book include: Seven case studies of organizations whose new compacts have changed relationships and furthered their success Lessons learned from these case studies that organizations can apply in their own environments A step-by-step process for developing and implementing a new compact, including who should be involved at each step With the guidance presented in this book, senior executives, mid-level managers, and physician leaders alike can gain a comprehensive understanding of how to successfully develop and implement a new compact organization-wide or locally in a department, service line, or site. "As the patient safety movement has matured, its focus has shifted from systems change to teamwork to culture. Healthcare organizations will be unable to create safe care for their patients without significant culture change. In *A New Compact*, Mary Jane Kornacki explains how the development of a compact aligns physicians and administrators behind the vision and the strategic plan necessary to bring about that culture change. A must-read guide for healthcare CEOs" - Lucian L. Leape, MD, Harvard School of Public Health "Compact building is a tested path to constructive

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conversations and positive outcomes by turning implicit assumptions into explicit agreements. This book shares the experiences of organizations that successfully developed compacts and will help those early on this path benefit from the learning of others." - David C. Herman, MD, CEO, Essentia Health "Kornacki summarizes over a decade of experience across a variety of organizations applying organizational behavior and management theory to create a new relationship between physicians and organizations. Vivid examples show how attention to alignment, focus on the journey rather than the destination, sharing ownership, trust, and accountability can create a new environment for success." - Gregg S. Meyer, MD, MSc, chief clinical officer, Partners HealthCare Systems, Inc.

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

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

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simplification and clarification and quality and consistency in treatment. The book is an excellent guide for policymakers at all levels of government, as well as private sector healthcare workers.

Healthcare Kaizen focuses on the principles and methods of daily continuous improvement, or Kaizen, for healthcare professionals and organizations. Kaizen is a Japanese word that means "change for the better," as popularized by Masaaki Imai in his 1986 book *Kaizen: The Key to Japan's Competitive Success* and through the books of Norman Bodek, both o

This book gives healthcare leaders a practical guide to implementing the 4 key components of lean daily management system - 1. LDM boards; 2. Leadership rounds 3. Leader daily disciplines and 4. Lean projects. Although lean is not new to healthcare, effective LDM is just now taking hold with the best lean healthcare organizations in the U.S. and Canada. Leaders are realizing that sustaining their lean projects over time has proven to be a challenge without first addressing the organizations management system/model. LDM gives leaders a straightforward approach to do just that as well as improve their ability to spread and deploy lean to other areas of the organization and tie back to strategy.

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

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

Spanning a decade (1992-2002), these speeches echo the theme that our health care system needs fundamental change and a revolutionary new design.

Throughout the book, Berwick identifies innovations and ideas from a number of

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surprising sources—a girls' soccer team, a sinking ship, and the safety standards at NASA. Escape Fire takes its title from the 1949 Mann Gulch tragedy in which thirteen young firefighters were trapped in a wildfire on a Montana hillside. The firefighter's leader, Wag Dodge, devised a creative solution for avoiding the encroaching fire. He burned a patch of grass and lay down in the middle of the scorched earth. His team refused to join him, and most perished in the fire. Dodge survived. Berwick applies the lessons learned from the catastrophe to our ailing health care system—we must not let ingrained processes obstruct life-saving innovation. Not content to simply define the problems with our flawed system, Berwick outlines new designs and suggests practical tools for change: name the problem, build on success, take leaps of faith, look outside of the medical field, set aims, understand systems, make action lists, and—the most fundamental of all—never lose sight of the patient as the central figure. Achieving health care that is safe, timely, effective, efficient, equitable, and patient-centered (STEEEP) is not an endpoint, but a journey. This journey requires a commitment to quality improvement (QI) from the highest levels of leadership combined with the interdependent development of several key components of health care delivery: administration and governance, clinical leadership, quality programs and expertise, data analytics, and accreditation. As each organization travels along its journey, these components must evolve at a common pace. With each component of a given phase of the quality journey firmly developed, the organization can expect to advance to the next phase knowing that the requisite factors are aligned. Winner of a 2015 Shingo Research and Professional Publication Award Baylor Scott & White Health (BSWH) has formalized its commitment to quality with the adoption of the STEEEP framework supporting the Institute of Medicine's call for health care that is safe, timely, effective, efficient, equitable, and patient centered. This Shingo Prize-winning guide book is a companion to BSWH's recent book Achieving STEEEP Health Care. It presents practical approaches and tools, including sample workflows, forms, charters, and checklists, that health care delivery organizations can use to organize, lead, execute, and measure the impact of their own improvement efforts. BSWH has traveled the QI journey during its 100 years as the largest not-for-profit health care system in Texas and one of the largest in the U.S. With a history of visionary care, its aim is to help others achieve the highest levels of quality and safety for their patients. To learn more about the BSWH quality journey and to find additional case studies and tools, please visit [www.steeepglobalinstitute.com](http://www.steeepglobalinstitute.com).

Written by the President and CEO of the Institute for Healthcare Improvement (IHI) and a leading health care journalist, this groundbreaking book examines how leading organizations in the United States are pursuing the Triple Aim—improving the individual experience of care, improving the health of populations, and reducing the per capita cost of care. Even with major steps forward – including the Affordable Care Act and the creation of the Center for

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Medicare and Medicaid Innovation -- the national health care debate is too often poisoned by negativity. A quieter, more thoughtful, and vastly more constructive conversation continues among health care leaders and professionals throughout the country. Innovative solutions are being designed and implemented at the local level, and countless health care organizations are demonstrating breakthrough remedies to some of the toughest and most expensive challenges in health care. Pursuing the Triple Aim shares compelling stories that are emerging in locations ranging from Pittsburgh to Seattle, from Boston to Oakland, focused on topics including improving quality and lowering costs in primary care; setting challenging goals to control chronic disease with notable outcomes; leveraging employer buying power to improve quality, reduce waste, and drive down cost; paying for care under an innovative contract that compensates for quality rather than quantity; and much more. The authors describe these innovations in detail, and show the way toward a health care system for the nation that improves the experience and quality of care while at the same time controlling costs. As the Triple Aim moves from being largely an aspirational framework to something that communities all across the US can implement and learn from, its potential to become a touchstone for the work ahead has never been greater. Pursuing the Triple Aim lays out the vision, the interventions, and promising examples of success.

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