

Get Free A3 Problem Solving  
For Healthcare A Practical  
Method For Eliminating Waste

***A3 Problem Solving  
For Healthcare A  
Practical Method  
For Eliminating  
Waste***

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A Lean Action Workbook  
from the Lean Enterprise  
Academy, a affiliate of  
the Lean Global Network  
and the Lean Enterprise  
Institute For the first  
time, Making Hospitals

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Work provides a practical road map for healthcare leaders seeking to create truly lean hospitals. It outlines a clear framework for focusing improvement activities on the most

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important challenges  
facing each hospital. It  
uses the same evidence-  
based, scientific method  
as clinicians use to  
diagnose and treat medical  
problems to analyze and

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redesign the core  
emergency and elective  
patient journeys from  
arrival to discharge. It  
opens everyone's eyes to  
the big win-win-win  
opportunities to eliminate

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unnecessary waiting time  
for patients, to  
synchronize activities so  
clinical staff can spend  
more time caring for  
patients, and to free up  
capacity by reducing

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length of stay and cut the  
overtime and agency  
budget. It also introduces  
the key new role of the  
value-stream manager in  
gaining agreement on what  
needs to be done by whom

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in every department across  
the hospital. Every step  
described in Making  
Hospitals Work has been  
tried and tested in the  
three years' action  
research that led to this



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workbook. It is the  
critical breakthrough to  
take the next steps on the  
lean healthcare journey.  
In no industry is the  
concept of quality more  
essential than it is in

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healthcare, which is why  
the lean quality  
principles learned through  
the example of the Toyota  
Production System are so  
applicable. Two  
fundamental principles of

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Toyota's push for excellence are especially relevant to healthcare: ensuring quality at every step and keeping improvement processes simple enough that they

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are viable, reproducible,  
and teachable. Developed  
with the input of more  
than 60 healthcare  
organizations, Value  
Stream Mapping for  
Healthcare Made Easy

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introduces healthcare managers to the essential method developed by Toyota known as the Value Stream Map (VSM). The first half of the book provides an introduction to VSMS that

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shows healthcare workers at all levels how to look at any process with eyes that probe all the value-added and non-value-added activities in the delivery of a requested service or

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product. This will allow all stakeholders the opportunity to evaluate, create, and communicate innovation in their workplace. The second half reviews real value stream

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maps at real healthcare facilities created by teams of administrators, managers, physicians, and staff members. Most participants were not experienced with lean



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thinking and for many this  
was their first engagement  
with lean methods. What  
becomes clear through  
these examples is the  
importance of initiating  
realistic improvements

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that can quickly  
demonstrate successful  
change and encourage even  
more problem solving. This  
ability to be involved  
with creating a better way  
to work has been

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exceptionally well  
received by workers both  
at Toyota and now  
throughout the healthcare  
industry. Lean thinking  
involves employees in  
improving work that is

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meaningful to them, at a level where they can see and appreciate the changes they have participated in creating. This satisfaction is essential to retaining good workers,

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as well as to the everyday  
improvement of safety,  
patient satisfaction, and  
affordability. VSM is a  
proven high-level view  
tool that can be used in  
every aspect of healthcare

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to identify, understand,  
and improve processes.  
Information included  
illustrates the simplicity  
and completeness of the  
tool and describes its  
applications to staff

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communication, regulatory documentation, and activities of daily work. The book also highlights simple-to-use data collection and interpretation as part of

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the VSM process.

In this book, author Nate  
Furuta, former chair and  
CEO of Toyota Boshoku  
America Inc., shares the  
story of his decades of  
experience directly



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leading the establishment of Toyota cultures outside Japan. Furuta was the first Toyota employee on the ground at New United Motor Manufacturing Inc. (NUMMI), Toyota's joint

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venture in California with  
General Motors, where he  
directly led the  
establishment of the most  
revolutionary labor-  
management agreement in  
the history of the US auto

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industry. In addition,  
Furuta was the first  
Toyota employee on the  
ground in Georgetown  
Kentucky at Toyota's first  
full-scale, wholly owned  
manufacturing operation

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outside Japan, where he led (working directly with President Fujio Cho) the establishment of Toyota's general management systems and culture there. This book tells the stories of

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establishing successful operations in those two iconic organizations as well as others. Furuta reveals details, both stories and process descriptions that only he

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can tell. He takes you along as he and others lead Toyota's intense globalization from the early 1980s to recent days. He introduces you to the critical leaders in

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Toyota's history, such as  
Taiichi Ohno and Fujio Cho  
as well as Kenzo Tamai,  
the head of the company's  
HRM function in the 1980s.  
This book is not about  
human-resource management

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(HRM) policies and procedures. It provides a deep dive into the way senior leaders embody deep awareness of HRM matters, developing and executing company strategy while at



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the same time developing organizational capability. The role of senior leaders isn't just a matter of directing the company to achieve objectives; it is a matter of building the

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capability to achieve those objectives, consistently, and further developing capability as it executes. Key to this is to develop the awareness, attitude,

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capability, and practice  
of identifying problems as  
progress is made toward  
achieving objectives,  
which is, in fact,  
attained through steadily  
eliminating each problem

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as it arises. This becomes  
a self-reinforcing loop of  
the organization, tapping  
in to the essence of  
solving problems while  
simultaneously developing  
ever better problem-

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solving skills and better  
problem solvers. This loop  
propels an organization  
toward meeting its purpose  
while developing  
capability for capability  
development. Essentially,

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this book reveals Toyota's  
general management systems  
from the firsthand  
experience of a Toyota  
Japanese senior manager  
and describes, with  
stories and process

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examples, the attitude,  
behaviors, and systems  
needed to successfully  
establish and lead in a  
true Lean business  
environment.

Hospitals have long relied

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on the heroics of one brilliant nurse or doctor to save the day. Such heroics often result in temporary workarounds and quick fixes that leave not only patients and quality



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care at risk, but also  
increase costs. This is  
the story of an  
organization breaking that  
habit. Like a growing  
number of healthcare  
organizations around the

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world, ThedaCare, Inc. has been using lean thinking and the principles of the Toyota Production System to improve quality of care, reduce waste, and become more reliable. But

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lean thinking was incompatible with ThedaCare's old top-down, hero-based system of management. Kim Barnas, former SVP of ThedaCare, shows us how she and her

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team created a management system that is stable and lean, to spur continuous improvement. Beyond Heroes shows the reader, step by step, how ThedaCare teams developed the system,

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using the stories of its  
doctors, nurses and  
administrators to  
illustrate. The book  
explores each of the eight  
essential components of  
the lean system, from

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front-line problem solving  
with the scientific method  
to daily team huddles and  
creating standard work for  
leaders all the way to the  
top of an organization.  
Finally, the author

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introduces four executives  
from healthcare systems  
across North America who  
have implemented  
ThedaCare's system and  
share the lessons they  
learned along the way.

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Beyond Heroes is not just a call to action or an argument for a better healthcare system. It is a necessary roadmap through the rocky terrain ahead, one that healthcare



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leaders can customize to  
their special needs.

Lean Safety

Lean Hospitals

Four Types of Problems

Proceedings of the AHFE

2016 International

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Conference on The Human  
Side of Service

Engineering, July 27-31,  
2016, Walt Disney World®,  
Florida, USA

Becoming the Change:  
Leadership Behavior

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**Strategies for Continuous  
Improvement in Healthcare  
Lean Thinking for  
Healthcare  
A Guide to Lean Healthcare  
Workflows**

*The book shows readers*

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*exactly how to use Lean  
tools to design healthcare  
work that is smooth,  
efficient, error free and  
focused on patients and  
patient outcomes. It  
includes in-depth*

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*discussions of every  
important Lean tool,  
including value stream  
maps, takt time, spaghetti  
diagrams, workcell design,  
5S, SMED, A3, Kanban,  
Kaizen and many more, all*

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*presented in the context  
of healthcare. For  
example, the book explains  
the importance of quick  
operating room or exam  
room changeovers and shows  
the reader specific*

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*methods for drastically  
reducing changeover time.  
Readers will learn to  
create healthcare value  
streams where workflows  
are based on the pull of  
customer/patient demand.*

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*The book also presents a variety of ways to continue improving after initial Lean successes. Methods for finding the root causes of problems and implementing effective*



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*solutions are described  
and demonstrated. The  
approach taught here is  
based on the Toyota  
Production System, which  
has been adopted worldwide  
by healthcare*

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*organizations for use in  
clinical, non-clinical and  
administrative areas.*

*While worker safety is  
often touted as a  
company's first priority,  
more often than not,*

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*safety activity is driven  
by compliance to  
legislation rather than  
any safety improvement  
initiative. Lean takes a  
proactive approach - it is  
not contingent on*

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*legislation. A serious  
Lean effort will tear  
apart an old inefficient  
entitlement-riddled  
culture and build it into  
something effective. Lean  
Safety: Transforming your*

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*Safety Culture with Lean  
Management takes lessons  
learned from Lean and  
applies them to the  
building of a world-class  
safety-first organization.  
Based on 30 years of*

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*experience with successful  
implementation of  
continuous improvement,  
Robert Hafey focuses the  
power of Lean improvement  
on the universal topic of  
safety. In doing so, he*

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*shows how Lean and safety are linked; that the achievement of one is often dependent upon achievement of the other. In this book, written for managers and executives as*

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*well as workers on the  
line, Hafey: Challenges  
each stakeholder to think  
proactively and accept  
individual responsibility  
for safety Emphasizes that  
the building of a top*



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*safety program requires  
the building of a world-  
class safety culture  
Demonstrates how basic  
Lean tools are as  
applicable to safety as  
they are to Lean, such as*

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*the A3 problem-solving  
process and the  
facilitated kaizen blitz  
Removes fear from the  
accident investigation  
process so that root  
causes are addressed*

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*rather than hidden  
Establishes standards and  
metrics for safety  
management that are  
clearly definable and  
measurable Any lasting  
improvement must become*

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*both institutionalized and perpetually capable of adaptation. World class safety is not about writing correct rules, but more about righting the culture responsible for*

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*the well-being of its stakeholders. Listen to what Robert Hafey has to say about Lean Safety. The A3 process is a way to look with "new eyes" at a specific problem*

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*identified by direct  
observation or experience.  
It offers a structure that  
begins by always defining  
the issue through the eyes  
of the customer. In A3  
Problem Solving for*

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*Healthcare Cindy Jimmerson explains an essential tool borrowed from the Toyota Production System, which is an extension of work identified with the well-known Value Stream Map.*

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*She offers an easy-to-learn problem-solving method that can be used in every aspect of healthcare to identify, understand, and improve processes that don't support workers in*



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*doing their good work. In  
this compelling book you  
get: The expertise of a  
recognized industry expert  
in Lean principles A  
practical, easy-to-use  
workbook Concepts*

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*illustrated with numerous  
A3s in various stages of  
development Explanation of  
how to extend the VSM  
philosophy to a more  
focused perspective An  
extensive exploration of*

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*the A3 problem-solving  
tool in healthcare--the  
first book to do so Through  
case studies and actual  
A3s, this book illustrates  
the simplicity and  
completeness of the A3*

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*tool and its applications  
to regulatory  
documentation as well as  
activities of daily work.  
Encouraging efficiency,  
clarity, and disciplined  
thinking, A3 Problem*

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*Solving identifies a problem, describes the objective, and summarizes fact finding and action steps, all on a single A3-sized piece of paper. This approach provides all*

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*employees at all levels  
with a method to quickly  
identify a problem,  
analyze it to root cause,  
select appropriate  
countermeasures, and  
communicate necessary*

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*actions to decision  
makers. The A3 Workbook:  
Unlock Your Problem-  
Solving Mind is designed  
to teach A3 Problem  
Solving to workers at  
every level of an*

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*organization. Uniquely  
qualified to author this  
workbook, Daniel Matthews  
is an expert trainer with  
30 years of training  
experience including Lean  
implementation and*



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*Training within Industry  
(TWI). Fourteen of those  
years he spent with the  
Toyota Company, which  
created and made use of  
the A3 as a core component  
of continuous quality*

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*improvement. This workbook provides a practical tool for solving specific problems or for making a specific proposal, while also encouraging the development of a corporate*

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*culture that empowers all employees to support continuous improvement. The workbook follows the progression of a basic A3 Problem Solving format, offering instructions*

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*every step of the way. To  
reinforce learning, it  
includes – Case studies  
that readers can use to  
complete A3s Tips on how  
to improve the readability  
of A3s Examples of Problem*

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*Solving A3s, and a  
Proposal A3 Exercises to  
reinforce what's learned  
Worksheet templates that  
can be reproduced for  
future problem solving An  
effective problem-solving*

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*process is a critical part  
of implementing efficient  
business practices and a  
problem-solving culture is  
a fundamental component of  
empowering employees to  
support business*

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*improvements. Both of these components, taken together, can help any organization make continuous improvements on the long journey to creating a more productive*

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and profitable business.**

*Transforming your Safety  
Culture with Lean  
Management  
How to Improve Patient  
Care While Saving  
Everyone's Time and*



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*Hospitals' Resources*

*A Complete Guide to  
Creating Healthcare  
Workplaces*

*Revolutionizing Healthcare  
to Save Lives and  
Transform the Industry*

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*Using the A3 Management  
Process to Solve Problems,  
Gain Agreement, Mentor and  
Lead*

*Lean Healthcare Deployment  
and Sustainability*

*Lean Leadership for*

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A 260-page, full-color book  
that will help you: STOP  
REACTING TO NOISE. START  
RESPONDING TO SIGNALS.

Measures of Success shows  
business leaders how. A  
PRACTICAL GUIDE FOR HOW TO

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## MANAGE YOUR METRICS

Organizations depend on metrics for their business. Question is, are they helping people do the right things? Or, encouraging them to overreact to every uptick, downturn, and

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change? In other words,  
reacting to noise. Noise is  
present in every metric.  
But, it's our reaction to  
noise that causes waste and  
stress. Too often, people  
don't recognize this. Like  
feeling stuck on a

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rollercoaster you no longer  
enjoy. We do and explain  
things that don't help us  
improve. At the cost of  
doing things that do. No  
need to be jittery about  
every change in a metric.  
Not by a long shot. Measures

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of Success shows a better way to chart and manage your metrics, in any organization or setting. For your business processes and activities, you need to know what's working, what's not, and what to change. And why.

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Then, you can determine what to stop doing, what to start doing, what to keep doing. So you can... Jump off the metrics rollercoaster, by responding to signals. Systematically. Sustainably. Learn how to identify



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meaningful signals in a metric. To respond just right. Or perhaps, not at all. You'll learn how with methods easy to understand, making it obvious what activities to do next. Loads of vivid stories and clear

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examples from healthcare,  
software companies, and  
more. With compelling case  
studies from the news and  
personal lives, too. "What  
gets measured gets managed."  
We've all heard that. But  
did you ever learn how to

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manage a metric? This ain't about gaming the system or fudging the numbers. This is about delivering real value, understood by everyone, and proven with data. Learn a better way to manage your measures. WHO IS MEASURES OF

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SUCCESS FOR? EXECUTIVES AND  
LEADERS...in healthcare,  
manufacturing, and services.  
Who know what to measure,  
and are now ready to learn  
how to manage those  
measurements. And... WILLING  
TO... Challenge and change

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the way things are done  
today Motivate workers to  
think and do them better  
tomorrow Coach people,  
versus telling them what to  
do Be responsible for  
results, not hold others  
accountable Encourage people

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to collaborate, not compete  
Help people sleep better at  
night because they're  
improving their work during  
the day TO BE CLEAR Measures  
of Success is not for  
leaders who'd rather give  
orders. Then, blame others

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when things go south. That whole hit the target or else thing... won't create real change, nor real value. But that ain't you, right? AFTER READING MEASURES OF SUCCESS ...you'll be able to answer three critical questions for

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your business. Are we achieving our target? And, how often? Occasionally? Consistently? Are we improving? And, can we predict our future performance? How do we improve? And, when do we



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react? When do we ignore?  
When do we improve? ...AND  
HOW CAN WE PROVE WE'RE  
IMPROVING? How would you  
feel if you could answer  
these questions for your  
business? Measures of  
Success shows you how.

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PROCESS BEHAVIOR CHARTS This book teaches you a proven method for filtering out noise, so we can identify signals. This means we waste less time chasing our tail and more time responding to signals that really matter,

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heading off small problems before they become big, or showing that we've boosted performance in significant and sustainable ways.

The second edition of Problem Solving for Success Handbook utilizes an

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A3-style template to document problem solving, designed for problem solvers of all levels in every industry. This problem-solving handbook combines elements of the simplest and most complex approaches,

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including ISO Corrective Action, Ford 8D, A3 Thinking, PDCA, Kepner-Tregoe®, Shainin®, and Lean Six Sigma DMAIC. This handbook provides guidance through a simple seven-step approach called SUCCESS:

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Step One - State Problem and Goal; Step Two - Understand Current Condition; Step Three - Conduct Root Cause Analysis; Step Four - Construct Solutions; Step Five - Execute Solutions; Step Six - Sustain

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Solutions; Step Seven -  
Salute the Team. Employing  
this seven-step approach  
results in efficient and  
effective problem solving  
with sustainable solutions.  
With the purchase of this  
problem-solving guide, the

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reader has access to a downloadable file containing all templates referenced in the handbook.

Sam Brooks, a young superintendent with ProCon Builders, has been given responsibility for the



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largest and most complicated project of his career. He struggles with all of the common difficulties in construction -- lack of communication, coordination issues, and other kinds of wasteful occurrences that

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rob his project of time and money, while leaving him and his team frustrated and overworked. Luckily, his friend, mentor, and co-worker, Alan Phillips, brings the benefit of his experience and his knowledge

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of Lean Construction tools and processes to help Sam learn valuable skills for improving the operation of his project. Together, Sam and Alan discuss the merits and explore the practical applications of: Daily

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Huddles Visual Communication  
The "Eight Wastes" Managing  
Constraints Pull Planning  
The Last Planner System(TM)  
Percent Plan Complete  
A3 Problem Solving for  
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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

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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

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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

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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

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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

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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

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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

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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



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Certification from SME, AME, Shingo  
Prize, and ASQ

Presented from the perspective of  
practitioners, researchers and  
academics, The Ten Commandments  
of Lean Six Sigma serves as a  
practical guide for senior managers  
and executives who want to achieve

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operational and service excellence in various manufacturing, service and public sector organizations.

This handbook focuses on two sides of the lean production debate that rarely interact. On the one hand, management and industrial engineering scholars have presented a

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positive view of lean production as the epitome of efficiency and quality. On the other hand, sociology, industrial relations, and labor relations scholars focus on work speedups, management by stress, trade union positions, and self-exploitation in lean teams. The editors of this volume understand the

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merits of both views and present them accordingly, bridging the gaps among five disciplines and presenting the best of each perspective. Chapters by internationally acclaimed authors examine the positive, negative and neutral possible effects of lean, providing a global view of lean

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production while adjusting lean to the cultural and political contexts of different nation-states. As the first multi-lens view of lean production from academic and consultant perspectives, this volume charts a way forward in the world of work and management in our global economy.

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The A3 process is a way to look with "new eyes" at a specific problem identified by direct observation or experience. It offers a structure that begins by always defining the issue through the eyes of the customer. In A3 Problem Solving for Healthcare Cindy Jimmerson explains an

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essential tool borrowed from the Toyota Production System, which is an extension of work identified with the well-known Value Stream Map. She offers an easy-to-learn problem-solving method that can be used in every aspect of healthcare to identify, understand, and improve processes

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that don't support workers in doing their good work. In this compelling book you get: The expertise of a recognized industry expert in Lean principles A practical, easy-to-use workbook Concepts illustrated with numerous A3s in various stages of development Explanation of how to



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extend the VSM philosophy to a more focused perspective An extensive exploration of the A3 problem-solving tool in healthcare—the first book to do so Through case studies and actual A3s, this book illustrates the simplicity and completeness of the A3 tool and its applications to regulatory

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documentation as well as activities of daily work.

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The Lean Builder: A Builder's Guide to Applying Lean Tools in the Field

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Unlock Your Problem-Solving Mind  
Applied Problem-Solving in Healthcare  
Management

*This book is an  
implementation manual for  
lean tools and principles in a*

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*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*

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*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*

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*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*

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*its employees and encourages their involvement in organizational initiatives which, in turn, sustains hospital-wide quality improvements. The*

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*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*



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*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.*

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*Is Lean a fit for your  
healthcare organization?  
Various methodologies can  
be used to help  
organizations achieve their  
objectives depending on  
their criteria: lowest risk of*

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*failure, fast to resolution, or  
lowest cost for deployment.  
But what every organization  
should consider is which  
methodology will have the  
greatest impact. Lean, a  
systematic approach to*

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*understanding and  
optimizing processes, may  
be the fit for your  
organization. Learn more in  
this new IBM® Redpaper™  
publication, A Guide to Lean  
Healthcare Workflows, by*

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*Jerry Green and Amy  
Valentini of Phytel (An IBM  
Company). The paper delves  
into the five steps of Lean:  
Define value from the  
patient's perspective Map  
the value stream, and*

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*identify issues and  
constraints Remove waste,  
and make the value flow  
without interruption  
Implement the solution, and  
allow patients to pull value  
Maintain the gain, and*

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*pursue perfection It describes each step in-depth and includes techniques, example worksheets, and materials that can be used during the overall analysis and implementation process.*

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*And it provides insights that are derived from the real-world experience of the authors. This paper is intended to serve as a guide for readers during a process-improvement project and is*



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*not necessarily intended to  
be read end-to-end in one  
sitting. It is written  
primarily for clinical  
practitioners to use as a step-  
by-step guide to lean out  
clinical workflows without*

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*having to rely on complex  
statistical hypothesis-testing  
tools. This guide can also be  
used by clinical or  
nonclinical practitioners in  
non-patient-centered  
workflows. The steps are*

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*based on a universal Lean language that uses industry-standard terms and techniques and, therefore, can be applied to almost any process.*

*"The process by which a*

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*company identifies, frames,  
acts and reviews progress  
on problems, projects and  
proposals can be found in  
the structure of the A3  
process ... follow the story of  
a manager ... and his report*

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*... which will reveal how the  
A3 can be used as a  
management process to  
create a standard method  
for innovating, planning,  
problem-solving, and  
building structures for a*

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*broader and deeper form of  
thinking - a practical and  
repeatable approach to  
organizational  
learning"--Publisher's  
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*healthcare transformation  
show how leaders are  
implementing behavior-  
driven strategies to ensure  
quality care and create  
lasting change. Healthcare  
is in the midst of a massive*

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*disruption. With financial structures in tatters and the future uncertain, this is the moment to begin the revolution. But first, leaders need to learn how to support staff at all levels as they*



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*make transformational  
improvements in care. This  
book demonstrates that real  
change is very personal and  
has to start at the  
top—whether you're an  
executive, governing board*

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physician. A powerful new  
approach to healthcare  
leadership, this book  
showcases executives in  
health systems around the  
world as they: Practice*

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*behavior-based solutions to  
organizational problems  
Learn how to support  
continuous improvement Be  
more present in their  
leadership role Learn how to  
reflect and assess*

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*themselves as leaders*

*Achieve better results for  
patients Drawing on a  
wealth of behavioral  
research, industry case  
studies, and personal  
insights from healthcare*

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*professionals, the authors explore how change actually happens—from the inside out, top to bottom, throughout the whole organization. You'll learn how healthcare systems led*

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*by people who are  
compassionate, principled,  
and engaged can undergo  
profound and lasting  
transformation. Find proven  
strategies for cultivating  
principle-driven behaviors*

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*that can turn the remotest possibilities on the healthcare horizon into a new working reality. This is more than a leadership guide to revolutionizing healthcare. This is about*

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*being a force for change  
that makes life better for  
patients, caregivers, and all  
stakeholders. If you want to  
take the lead in making  
change happen, start with  
Becoming the Change.*



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*Improvements*

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*5S for Healthcare*

***Best Practices for Achieving***

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***the Full Benefits of Lean in  
Healthcare Lean Healthcare  
Deployment and Sustainability  
reveals how to successfully  
implement Lean methodologies  
in a hospital, physician  
practice, long-termcare***

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***facility, or other healthcare setting. This strategic guide provides an organizational infrastructure and systematic approach for transforming a healthcare system into a Lean enterprise and lays out a***

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***detailed roadmap that  
describes the processes and  
tools required for  
implementation. The book  
introduces the concept of  
Healing Pathways, which are  
defined as value streams***

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***through which patients flow.  
This innovation enhances Lean  
implementation in healthcare  
by providing explicit  
recognition and improvement  
of the patient experience. Case  
studies and examples***

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***demonstrate practical applications of the concepts presented. Proven methods for sustaining Lean gains are also included. The prescriptive information in this comprehensive resource will***

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***enable you and your team to  
work together to achieve Lean  
enterprise goals and improve  
patient care, patient  
satisfaction, productivity,  
operational performance, and  
physician and team member***



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***satisfaction. Learn how to:  
Make the business case for  
Lean in healthcare Engage the  
senior leadership team Prepare  
for the Lean transformation  
process Plan and conduct a  
Lean transformation summit***

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***Ensure enterprise***

***transformation results***

***Standardize best practices***

***Ensure Healing Pathway***

***transformation results***

***Implement Just Do It actions,***

***Rapid Improvement Events,***

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***and Projects Use Lean to  
execute strategic and  
emerging operational  
objectives***

***Addressing the challenges  
involved in achieving standard  
work in health care, Getting to***

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describes how to incorporate  
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***training module, to facilitate  
performance excellence and  
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***Every person in every function  
of every organization is  
involved in solving problems.  
They show up in your email***

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***inbox, in meetings, in your own  
work. They are strategic and  
tactical, mundane and  
breakthrough, easy and  
difficult. Most organizations  
want to, and need to, improve  
their people's problem-solving***

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**efforts, and so they offer them  
tools, templates, and training.  
Yet this is not where the  
leverage for impact is found.  
People Solve Problems: The  
Power of Every Person, Every  
Day, Every Problem explores**

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***the real leverage to improve your problem solving. In the first section of the book, we explore the problem with problem solving, including both the value and limits of tools and templates. We also***



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***explore the marriage of  
problem solving and standards.  
Building on that start, People  
Solve Problems is built on four  
primary domains. After setting  
up the challenge, we start by  
exploring People-Centered***

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***Capabilities. These capabilities are tool agnostic, equally applicable to any chosen problem-solving method or no method at all. This includes a wide range of capabilities from creating problem statements***

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***to integrating intuition into  
problem solving. Next, we  
cover Problem-Solving Culture.  
These chapters outline the  
culture needed in the  
organization or the personal  
behaviors you must master to***

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***be successful in problem solving. The behaviors explored range from deliberately learning through problem solving to building transparency, vulnerability, and trust. In the third section,***

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***we dive into Success through Coaching. Problem solving is unlike other practices, training is incredibly insufficient, and coaching is the major driver of success. This section addresses the why, who, when, where,***

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***and of course the important  
how of coaching. Finally, we  
explore the Role of the Leader,  
whether the CEO or a team  
leader, in building an  
environment where problem  
solving can thrive. The leader***

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***must be the architect of their problem-solving systems, a shaper of culture, and a framer of problems. Problem-solving effectiveness is critical to success for both the problems you already know about and***

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***those you have not yet  
experienced. People Solve  
Problems will you help you,  
and those you lead, to be more  
effective now and in the future.  
Healthcare Quality  
Management: A Case Study***



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***tools, activities, and discussion  
questions, the text helps build  
the competencies needed to  
succeed in quality  
management. Written in an  
easy-to-read style, Part One of  
the textbook introduces***

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***students to the fundamentals  
of quality management,  
including history, culture, and  
different quality management  
philosophies, such as Lean and  
Six Sigma. Part One  
additionally explains the A3***

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***problem-solving template used  
to follow the Plan-Do-Study-  
Act (PDSA) or Define,  
Measure, Analyze, Improve,  
and Control (DMAIC) cycles,  
that guides your completion of  
the problem-solving exercises***

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***found in Part Two. The bulk of  
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and engaging case studies  
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***encountered by any healthcare  
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Other Healthcare  
Organizations  
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**change. Not only does our**

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**country spend 16 percent of its gross domestic product on healthcare, but despite spending more than other industrialized countries, our general health lags behind. While we have plenty of data identifying where healthcare in America falls short, we've**

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**precious little practical, hands-on information about how to fix it. In The Pittsburgh Way to Efficient Healthcare, Naida Grunden provides a ingenious and optimistic look at how principles borrowed from industry can be applied to make healthcare safer,**

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**and in doing so, make it more effective and less costly. The book is a compilation of case studies from units in different hospitals around the Pittsburgh region that successfully applied industrial principles to the benefit of patients and the**

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**satisfaction of employees. The  
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Healthcare is written for all  
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clinicians to insurers to  
employers to those who have the  
greatest stake in healthcare  
quality improvement, the**

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**patients. About the Author: Naida Grunden has been a business and technical writer for over 25 years, specializing for the past six years in health and medical writing for the Pittsburgh Regional Health Initiative. She writes the PRHI Executive Summary newsletter, a**

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**publication she founded in 2001  
([www.prhi.org](http://www.prhi.org)). Her work has  
appeared in publications as  
varied as the Joint Commission  
Journal on Quality and Patient  
Safety and Air Line Pilot  
magazine. Ms. Grunden received  
the 2006 Challenge Award from**

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**the American College of Clinical  
Engineering for her article on the  
VA wheelchair work in  
Biomedical Instrumentation and  
Technology magazine. Ms.  
Grunden completed her B.A. in  
English at California State  
University, East Bay, and her**



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**secondary English teaching  
credential at California State  
University, San Francisco. She  
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including Lean, Design Thinking,  
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**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**

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**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**



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**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  
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**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**

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**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.**

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**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**

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**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**

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**Managing to Learn**

Healthcare organizations that

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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



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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-

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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

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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

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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

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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

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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

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of healthcare team members and leaders. It outlines a management system for sustaining your Lean improvements and provides the Lean leadership approaches, thoughts, and

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visual tools you'll need to  
guide your organization along  
the path toward world-class  
healthcare performance.  
Healthcare Kaizen focuses on  
the principles and methods of  
daily continuous



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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

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to Japan's Competitive  
Success and through the  
books of Norman Bodek, both  
o

Winner of a 2009 Shingo  
Research and Professional  
Publication Prize. Notably

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flexible and brief, the A3 report has proven to be a key tool In Toyota's successful move toward organizational efficiency, effectiveness, and improvement, especially within its engineering and R&D

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organizations. The power of the A3 report, however, derives not from the report itself, but rather from the development of the culture and mindset required for the implementation of the A3

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system. In Understanding A3 Thinking, the authors first show that the A3 report is an effective tool when it is implemented in conjunction with a PDCA-based management philosophy.

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Toyota views A3 Reports as just one piece in their PDCA management approach.

Second, the authors show that the process leading to the development and management of A3 reports is at least as

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important as the reports themselves, because of the deep learning and professional development that occurs in the process. And finally, the authors provide a number of examples as well as

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some very practical advice on how to write and review A3 reports.

Organizations around the world are using Lean to redesign care and improve processes in a way that



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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

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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

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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

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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

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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

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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

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Shingo Research Award

recipient. Mark and Joe also  
wrote The Executive's Guide  
to Healthcare Kaizen.

A Lean Guide to Transforming  
Healthcare

Using TWI to Create a

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Foundation for Quality Care

The A3 Workbook

Diverging Theories and New  
Industries around the World

Lean Daily Management for

Healthcare Field Book

Approaches to Lean



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Improving Quality, Patient  
Safety, and Employee

Engagement, Second Edition

A growing, aging population; the rise  
to epidemic proportions of various  
chronic diseases; competing, often

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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

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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

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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

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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,

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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

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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

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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.



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This book explores the different ways in which human-factors engineering influences organizations' and enterprises' well-being and competitiveness. It covers a wealth of interrelated topics such as service engineering, service science, human-

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computer interaction, service usability, attitude and opinion assessment, servicescape design and evaluation, and training for service delivery. Further topics include service systems modeling, anthropology in service science, and customer experience, as

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well as ethical issues and the impact of an aging society. Based on the AHFE 2016 International Conference on The Human Side of Service Engineering, held on July 27-31, 2016, in Walt Disney World®, Florida, USA, the book provides readers with a

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comprehensive, general view of current research and challenges in the important field of service engineering. It also provides practical insights into the development of services for different kinds of organizations, including health care organizations,

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aviation providers, manpower allocation, hospitality and entertainment, as well as banking and financial institutions.

Proceedings of the conference  
Advances in Information Technology  
and Communication in Health (ITCH),

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2009.

A Guide for Practitioners

Perfecting Patient Journeys

The Role of a Leader in Creating a  
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