

Lean Safety Transforming Your Safety Culture With Lean Management

A Lean Safety Gemba Walk is a walk through the work area (Gemba) that focuses on the continuous improvement of safety. When conducted in a respectful manner, by skilled facilitators, Safety Gemba Walks can have a dramatic long-lasting impact on the culture of a business. Lean Safety Gemba Walks: A Methodology for Workforce Engagement and Culture Change is a follow-up to the author's bestselling book, Lean Safety, published in 2010. It is a natural progression from the philosophical overview provided by Lean Safety to the reality of the application of those principles in facilities around the world.

This book presents a collection of Lean Safety Gemba Walk case studies that are based on the author's experiences over the last four years. As the stories unfold, readers are transported on a journey of discovery through the Gemba and begin to see safety differently just as those who physically participated. Illustrating the importance of employee engagement and culture change, the book provides you with the tools to engage managers, employees, and hourly staff in the continuous improvement of safety. The concepts covered will allow you to empower employees to make a difference in their safety culture rather than simply complying with safety rules.

"Toyota Kata gets to the essence of how Toyota manages continuous improvement and human ingenuity, through its improvement kata and coaching kata. Mike Rother explains why typical companies fail to understand the core of lean and make limited progress—and what it takes to make it a real part of your culture." —Jeffrey K. Liker, bestselling author of The Toyota Way "[Toyota Kata is] one of the stepping stones that will usher in a new era of management thinking." —The Systems Thinker "How any organization in any industry can progress from old-fashioned management by results to a strikingly different and better way." —James P. Womack, Chairman and Founder, Lean Enterprise Institute "Practicing the improvement kata is perhaps the best way we've found so far for actualizing PDCA in an organization." —John Shook, Chairman and CEO, Lean Enterprise Institute This game-changing book puts you behind the curtain at Toyota, providing new insight into the legendary automaker's management practices and offering practical guidance for leading and developing people in a way that makes the best use of their brainpower. Drawing on six years of research into Toyota's employee-management routines, Toyota Kata examines and elucidates, for the first time, the company's organizational routines--called kata--that power its success with continuous improvement and adaptation. The book also reaches beyond Toyota to explain issues of human behavior in organizations and provide specific answers to questions such as: How can we make improvement and adaptation part of everyday work throughout the organization? How can we develop and utilize the capability of everyone in the organization to repeatedly work toward and achieve new levels of performance? How can we give an organization the power to handle dynamic, unpredictable situations and keep satisfying customers? Mike Rother explains how to improve our prevailing management approach through the use of two kata: Improvement Kata--a repeating routine of establishing challenging target conditions, working step-by-step through obstacles, and always learning from the problems we encounter; and Coaching Kata: a pattern of teaching the improvement kata to employees at every level to ensure it motivates their ways of thinking and acting. With clear detail, an abundance of practical examples, and a cohesive explanation from start to finish, Toyota Kata gives executives and managers at any level actionable routines of thought and behavior that produce superior results and sustained competitive advantage.

Internal auditing is an essential tool for managing compliance, and for initiating and driving continual improvement in any organization's systematic HSEQ performance. Health and Safety, Environment and Quality Audits includes the latest health and safety, environmental and quality management system standards – ISO 9001, ISO 14001 and ISO 45001. It delivers a powerful and proven approach to risk-based auditing of business-critical risk areas using ISO, or your own management systems. It connects the 'PDCA' approach to implementing management systems with auditing by focusing on the organization's context and the needs and expectations of interested parties. The novel approach leads HSEQ practitioners and senior and line managers alike to concentrate on the most significant risks to their objectives, and provides a step-by-step route through The Audit Adventure™ to provide a high-level, future-focused audit opinion. The whole approach is aligned to the international standard guidance for auditing management systems (ISO 19011). This unique guide to HSEQ and operations integrity auditing has become the standard work in the field over three editions whilst securing bestseller status in Australasia, Europe, North America and South Africa. It is essential reading for senior managers and auditors alike – it remains the 'go to' title for those who aspire to drive a prosperous and thriving business based on world-class HSEQ management and performance.

Provides a clear road map to instilling a culture of safety excellence in any organization Did you know that accidental injury is among the top ten leading causes of death in every age group? With this book as your guide, you'll learn how to help your organization develop, implement, and sustain Safety Culture Excellence, vital for the protection of and improvement in the quality of life for everyone who works there. STEPS to Safety Culture Excellence is based on the authors' firsthand experience working with international organizations in every major industry that have successfully developed and implemented ongoing cultures of safety excellence. Whether your organization is a small regional firm or a large multinational corporation, you'll find that the STEPS process enables you to instill Safety Culture Excellence within your organization. STEPS (Strategic Targets for Excellent Performance in Safety) demystifies the process of developing Safety Culture Excellence by breaking it down into small logical, internally led tasks. You'll be guided through a sequence of STEPS that makes it possible to: Create a culture of excellence that is reinforced and empowered at every level Develop the capability within the culture to identify, prioritize, and solve safety problems and challenges Maintain and continuously improve the performance of your organization's safety culture Although this book is dedicated to safety, the tested and proven STEPS process can be used to promote excellence in any aspect of organizational performance. By optimizing the safety culture in your organization, you will give the people you work with the skills and knowledge to not only minimize the risk of an on-the-job accident, but also to lead safe, healthy lives outside of work.

Ergonomics and Human Factors in Safety Management

Applications and Hidden Costs

An Executive's Guide to Lean Transformation in Three Proven Steps

Transforming, Leading, and Sustaining a Culture of Engaged Team Performance

The Joy of Lean

Getting to Now

Accelerating Health Care Transformation with Lean and Innovation

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.

This very concise and straightforward book is aimed at top executives in virtually any industry who are either new to the concept of Lean and its benefits to them or who have stalled in their transformations and are trying to resurrect their momentum. The book is written in a style that mirrors a typical interaction with an executive across a table with a knowledgeable, experienced Lean coach/consultant. Its style and substance reflect what a candid and casual conversation would sound and feel like. The book includes simple hand-drawn images (thus the title Lean Leadership on a Napkin) to facilitate and simplify basic concepts as if a real dialogue was occurring in an informal setting. It assumes that the executives have a little or no previous knowledge of Lean methodologies or Lean Leadership but have awakened to the possibility of their promise to grow themselves and their enterprises dramatically. Most executives have little time for extensive reading or patience with "sales" presentations. Those same leaders will therefore appreciate the simple, uncluttered, and, above all, objective summary this book provides. The book breaks down the process of transforming the organization around Lean principles into three component transformational phases or steps, namely, Introduction, Integration, and Internalization (i.e., the 1-3 strategy). Each phase includes critical factors to understand, do, and share as well as deep reflection questions to help leaders decide on an appropriate path forward for themselves as leaders and for their organizations. While the Integration and Internalization steps are introduced here, the primary focus of this work is on those critical issues arising in the early, Introduction, step. A unique advantage of this book is that it braids together four critical elements of success—Lean concepts/methodology, culture change, leadership, and business performance. Essentially, the reader will obtain a broad, basic, and solid understanding and leadership foundation about Lean, the leader ' s unique role in transformation, and confidence to make appropriate decisions about the how and if to proceed. In addition, it will offer a path forward by providing the reader with abundant resources and consulting support for those seeking to launch a Lean transformation.

Accident prevention is a common thread throughout every aspect of our society. However, even with the most current technological developments, keeping people safe and healthy, both at workplaces and at other daily activities, is still a continual challenge. When it comes to work environments, ergonomics and human factors knowledge can play an important role and, therefore, must be included in, or be a part of, the safety management as a cross-disciplinary area concerned with the understanding of actual work situations and potential variables. This multidisciplinary approach will ultimately ensure the safety, health, and well-being of all collaborators. The main goal of this book is to present theories and models, and to describe practices to foster and promote safer work and working environments. This book offers: · Examples of field practices that can be reproduced in other scenarios · Applications of new methods for risk assessment · Methods on how to apply and integrate human factors and ergonomics in accident prevention and safety management · Coverage of human factors and ergonomics in safety culture · New methods for accident analysis This book is a compilation of contributions from invited authors organized in three main topics from eleven countries and is intended to cover specific aspects of safety and human factors management ranging from case studies to the development of theoretical models. Hopefully, the works presented in the book can be an inspiration for translating research into useful actions and, ultimately, making a relevant and tangible contribution to the safety of our daily and work settings.

THE C-LEVEL GUIDE TO SUCCEEDING WITH LEAN "With 30 years of accumulated experience, Art Byrne is one of the rare few people who can speak with authority about the pitfalls of financial measurement systems, the importance of respect for people, the power of Lean in the marketplace, and the leverage from organizing people around value streams. When he writes 'Go to the Gemba and Run Your Kaizen,' we must take heed." -- MASAAKI IMAI, bestselling author of Kaizen and Gemba Kaizen "In this wonderful and important book, Byrne shows us that Lean management, understood and practiced correctly, consistently delivers spectacular results." -- BOB EMILIANI, author, Better Thinking, Better Results, and Professor, Connecticut State University "A compelling picture of how Lean techniques and attitudes enable CEOs and senior executives to create a culture for transforming a company and putting it on a highperformance path." -- JERRY J. JASINOWSKI, former President of the National Association of Manufacturers "Art Byrne provides real-world examples of how he exhibited the wisdom and courage to do the right thing, improving work practices at all levels of the organization to deliver the right results for all stakeholders. Which comes first, the wisdom or the courage? Read The Lean Turnaround to find out." -- JOHN SHOOK, Chairman and CEO, Lean Enterprise Institute "Lean is the closest thing to magic I have experienced in my 40 years in business. I recommend Lean and this book to everyone responsible for the performance of a business, particularly those in private equity like me, where leverage magnifies the importance of cash." -- JOHN CHILDS, founder and CEO, of J. W. Childs Associates L.P. "A must-read for any leader interested in understanding the strategic advantages from focusing on activities that add value to the customer experience." -- GARY S. KAPLAN, MD, Chairman and CEO of the Virginia Mason Health System Lean isn't just for manufacturing anymore . . . Few business leaders in the world have applied Lean strategy as successfully as Art Byrne has--and none has the ability to explain how to do it with such succinctness and clarity. Famous for turning around the wire management company Wiremold, where he rethought every aspect of operations from the customer's standpoint--and got everyone else in the company to do likewise--Byrne has successfully implemented Lean strategies in more than 30 companies in 14 different countries. In The Lean Turnaround, this legendary business leader shares everything he has learned during his remarkable career and shows how anyone can achieve similar results. His primary message is this: Lean strategy isn't just for manufacturing. In fact, Byrne is using this very approach in his present position at a private equity firm. Whatever type of company you run, Lean can be used to improve virtually every aspect of operations, from training and leading employees to accounting and payroll issues. The Lean Turnaround explains all the ins and outs of applying Lean strategy to: Eliminate waste in every value-added operation Deliver consistent value to customers Stimulate growth and add jobs Increase wealth for all your stakeholders Build a company culture of continuous improvement (kaizen) Instead of attempting to get customers to conform to your way of doing things--which is, sadly, what most managers are taught to do--you need to configure your company to be responsive to the customers. This is at the core of Byrne's method--and it always works.

Using TWI to Create a Foundation for Quality Care

Lean Safety Gemba Walks

On the Practice of Safety

Transforming your Safety Culture with Lean Management

Encyclopedia of Information Science and Technology, Third Edition

The Virginia Mason Experience

Transforming Your Safety Culture with Lean Safety Management

Every healthcare organization can learn from Seattle Children's continuous improvement process, but this book is not an operator's manual. Instead, it is a challenge to everyone concerned with healthcare to reexamine deeply held assumptions. While it is commonly believed that improved quality, access, and safety, and an improved bottom line are mut

This unique and engaging open access title provides a compelling and ground-breaking account of the patient safety movement in the United States, told from the perspective of one of its most prominent leaders, and arguably the movement's founder, Lucian L. Leape, MD. Covering the growth of the field from the late 1980s to 2015, Dr. Leape details the developments, actors, organizations, research, and policy-making activities that marked the evolution and major advances of patient safety in this time span. In addition, and perhaps most importantly, this book not only comprehensively details how and why human and systems errors too often occur in the process of providing health care, it also promotes an in-depth understanding of the principles and practices of patient safety, including how they were influenced by today's modern safety sciences and systems theory and design. Indeed, the book emphasizes how the growing awareness of systems-design thinking and the self-education and commitment to improving patient safety, by not only Dr. Leape but a wide range of other clinicians and health executives from both the private and public sectors, all converged to drive forward the patient safety movement in the US. Making Healthcare Safe is divided into four parts: I. In the Beginning describes the research and theory that defined patient safety and the early initiatives to enhance it. II. Institutional Responses tells the stories of the efforts of the major organizations that began to apply the new concepts and make patient safety a reality. Most of these stories have not been previously told, so this account becomes their histories as well. III. Getting to Work provides in-depth analyses of four key issues that cut across disciplinary lines impacting patient safety which required special attention. IV. Creating a Culture of Safety looks to the future, marshalling the best thinking about what it will take to achieve the safe care we all deserve. Captivatingly written with an "insider's" tone and a major contribution to the clinical literature, this title will be of immense value to health care professionals, to students in a range of academic disciplines, to medical trainees, to health administrators, to policymakers and even to lay readers with an interest in patient safety and in the critical quest to create safe care.

How well does your organization respond to changing market conditions, customer needs, and emerging technologies when building software-based products? This practical guide presents Lean and Agile principles and patterns to help you move fast at scale—and demonstrates why and how to apply these paradigms throughout your organization, rather than with just one department or team. Through case studies, you'll learn how successful enterprises have rethought everything from governance and financial management to systems architecture and organizational culture in the pursuit of radically improved performance. Discover how Lean focuses on people and teamwork at every level, in contrast to traditional management practices Approach problem-solving experimentally by exploring solutions, testing assumptions, and getting feedback from real users Lead and manage large-scale programs in a way that empowers employees, increases the speed and quality of delivery, and lowers costs Learn how to implement ideas from the Dev/Ops and Lean Startup movements even in complex, regulated environments

The International Board for the Certification of Safety Managers (IBFCSM) has designated this text as the Primary Study Reference for those preparing to sit for the Certified Hazard Control Manager (CHCM) and the Certified Hazard Control Manager-Security (CHCM-SEC) Examinations. Introduction to Hazard Control Management: A Vital Organizational Function explains how proven management and leadership principles can improve hazard control and safety management effectiveness in organizations of all types and sizes. This introductory text addresses hazard control and safety management as organizational functions, instead of just programs. It not only supplies a broad overview of essential concepts—including identifying, analyzing, and controlling hazards—but also promotes the importance of safe behaviors. Written by the Executive Director of IBFCSM, the book covers a broad array of hazards that can exist in most organizations. It focuses on the need to use good leadership, effective communication, and proven management techniques to prevent organizational losses. Addresses the inter-relationships of various organizational functions that support hazard control, accident prevention, and safety Includes an overview of emergency management, hazardous materials, and fire safety management Reviews occupational health, radiation safety, and emerging hazards such as nanotechnology and robotic safety Emphasizing the importance of effective communication skills in hazard control efforts, this book promotes an understanding of system safety methodologies and organizational culture to help you control hazards, prevent accidents, and reduce other losses in your organization. It expands on the foundational principles contained in the pamphlet: The Management Approach to Hazard Control. This book is an ideal reference for anyone wanting to learn more about managing hazards, encouraging safe behaviors, and leading hazard control efforts.

Next Generation Safety Leadership

Occupational Safety and Health

Making IT Lean

Lean Behavioral Health

12 Lean Six Sigma Tools and Techniques to Reduce the Cost of Quality from the Coal Face Out

Transforming the Work Environment of Nurses

Many companies conduct Lean training and projects, but few have tapped the wealth of ideas in the minds of their staff like Baylor Scott and White Health. This book documents the path Steve Hoeft and Robert Pryor created at Baylor Scott and White Health and shares what worked as well as what didn't illustrating over seven years of successes and fai

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

"This 10-volume compilation of authoritative, research-based articles contributed by thousands of researchers and experts from all over the world emphasized modern issues and the presentation of potential opportunities, prospective solutions, and future directions in the field of information science and technology"--Provided by publisher.

This book will address key organizational issues that must be considered and addressed when implementing Lean business practices. The book offers solutions for many of the challenges, provides a resource that leaders can use in addressing cultural and regulatory issues, provides means to address the associated people issues and the challenging task of knowledge retention and succession planning. Vignettes are used to illustrate and provide examples of potential issues and solutions that can be considered for resolving issues and a case study demonstrating ways to address the technical and people aspects of implementing Lean to ensure project success.

Health and Safety, Environment and Quality Audits

Getting to Standard Work in Health Care

Keeping Patients Safe

A Lean Guide to Transforming Healthcare

Introduction to Hazard Control Management

A Vital Organizational Function

Improving Quality, Patient Safety, and Employee Engagement, Third Edition

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 method 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 address 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 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 G. 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.

Updated with new information, illustrations, and leadership tools, Leading the Lean Enterprise Transformation, Second Edition describes how the metrics used by Toyota drive every line item in a financial statement in the right direction. Rather than focus on the new edition of this bestselling reference focuses on what may be the least understood and most critical aspect of a Lean transformation: the building of a Lean culture. In addition to new appendices with background information and insightful stories on implementation, it includes new information on tactical organization practices, strategy deployment, and Lean culture. An inductee to IndustryWeek's Hall of Fame, George Koenigsaecker illustrates successful strategies and valuable lessons learned with case studies that have been instrumental in bringing Lean to the forefront. He explains the use of value stream analysis at the leadership level and describes how to structure kaizen events that can improve the value stream. Organized in the chronological sequence that a le

journey would experience, the book discusses the methods used by the author during the Hon Company's successful Lean conversion, which doubled productivity, tripled revenues, and led IndustryWeek to recognize Hon as one of the "World's 100 Best Manufacturing Companies." The book not only introduces powerful leadership tools—including strategy deployment, transformation value stream analysis, and transformation plan of care—but also arms potential change agents with the soft skills needed to define, develop, and communicate their vision to sustain improvements, it supplies time-tested guidance for effective leadership throughout a Lean transformation in any organization.

Explains how to implement the best safety practices and why they work Reviews from the Third Edition "An excellent piece of work." —Safety Health Practitioner (SHP) "A useful fountain of knowledge." —Quality World "This is a book to be read now for its insights into the world of safety. It is a book that should be kept on the shelf for easy future reference." —Chemistry International The Fourth Edition of On the Practice of Safety makes it possible for readers to master all the core subjects and practices that today's safety professionals need to know in order to lead their organizations' property and personnel. Like the previous editions, each chapter is a self-contained unit, making it easy for readers to focus on select topics of interest. Thoroughly revised and updated, this Fourth Edition reflects the latest research and, for example, author Fred Manuele has revised the design chapters to reflect the recently adopted American National Standard on Prevention through Design. In addition, readers will find new chapters dedicated to: Management of change and pre-job planning In addition, the book includes cost ratios Leading and lagging indicators Opportunities for safety professionals to apply lean concepts Role of safety professionals in implementing sustainability Financial management concepts and practices that safety professionals should know Many chapters are thought-provoking, questioning long-accepted concepts in the interest of advancing and improving the professional practice of safety. Acclaimed by both students and instructors, On the Practice of Safety is a core textbook for both undergraduate and graduate degree programs in safety.

Reflecting changes in the current health and safety landscape, Occupational Health and Safety Management: A Practical Approach, Third Edition includes examples and tools to facilitate development and implementation of a safety and health management approach. This book is not just an information providing text. It shows you how to write a program and identify hazards as well as involve workers and attain their cooperation. It emphasizes the need for better and more effective communication regarding safety and health. See the Third Edition: Chapters on workers' compensation, terrorism, and Lean safety/sustainability Additional coverage of flammable liquids and ventilation, accident reporting, and accident investigation New compliance requirements as well as expanded accident investigation and risk analysis guidelines PowerPoint presentation slides for each chapter A complete and practical guide for the development and management of occupational safety and health programs in any industry setting, the book supplies a management blueprint that shows how to manage safety and health in any organization, from the smallest to the largest, beginning to develop or wanting to improve its safety and health approach. It includes comprehensive guidelines for development of occupational health and safety programs to a variety of organizations, from small to large, useful for start-up companies. The author takes a total management approach to the development of written programs, the identification of hazards, the mitigation of hazards by the use of common safety and health tools, the development of a safe working environment, and motivational techniques, involvement, and training. He addresses the tracking and acceptable risk from both safety and health hazards. He also discusses how to work with and within the OSHA compliance approach as well as how to deal with the OSHA regulatory environment, compensation, terrorism, and Lean safety. As you understand and apply the guidelines in each chapter, you can put your company on the way toward building a successful and effective safety and health effort for its employers and employees.

Safety Culture
Transforming Health Care Scheduling and Access
A Tool for Improving Occupational Safety and Health
Leading the Lean Enterprise Transformation, Second Edition
Lean Enterprise
Lean Leadership on a Napkin
Making Healthcare Safe

Building on the revolutionary Institute of Medicine reports To Err is Human and Crossing the Quality Chasm, Keeping Patients Safe lays out guidelines for improving patient safety by changing nurses' working conditions and demands. Licensed nurses and unlicensed nursing assistants are critical participants in our national effort to protect patients from health care errors. The nature of the activities nurses typically perform — monitoring patients, educating home caretakers, performing treatments, and rescuing patients who are in crisis — provides an indispensable resource in detecting and remedying error-producing defects in the U.S. health care system. During the past two decades, substantial changes have been made in the organization and delivery of health care — and consequently in the job description and work environment of nurses. As patients are increasingly cared for as outpatients, nurses in hospitals and nursing homes deal with greater severity of illness. Problems in management practices, employee deployment, work and workspace design, and the basic safety culture of health care organizations place patients at further risk. This newest edition in the groundbreaking Institute of Medicine Quality Chasm series discusses the key aspects of the work environment for nurses and reviews the potential improvements in working conditions that are likely to have an impact on patient safety.

Lean Behavioral Health: The Kings County Hospital Story is the first lean book that focuses entirely on behavioral health. Using the principles of the Toyota Production System, or lean, the contributors in this groundbreaking volume share their experience in transforming a major safety net public hospital after a tragic and internationally publicized event. As the largest municipal hospital system in the United States, the New York City Health & Hospitals Corporation adopted lean as the transformational approach for all of its hospitals and clinics. Kings County Hospital Center, one of the largest providers of behavioral health care in the country, continues on its transformational journey utilizing lean's techniques. While not every event was fully successful, most were and every event, including failures, increased the knowledge base about how to continually improve quality and safety. Having made major changes, Kings County Hospital Center is now recognized as a center for transformation and quality receiving high marks from oversight agencies. This volume begins by describing the basic principles of the lean approach—adding value, eliminating waste, and tapping the organization's line staff to create and sustain dramatic change. An overview of the use of lean from a quality improvement perspective follows. Lean tools are applied to many services that comprise the behavioral health value stream and these stories are highlighted. The experts in identifying waste and adding value are the line staff whose voices are captured in the clinical chapters. Insights learned by event participants are emphasized as teaching points to provide context for what has worked or has not worked at Kings County Hospital Center. While the burning platform at Kings County Hospital Center was white hot and while the Department of Justice scrutinized its quality of patient care, the application of lean methods and tools has transformed the hospital into a potential model for behavioral health programs facing the challenges of the present healthcare environment. It is a must-have story for clinicians, administrators and other leaders in the mental health field devoted to improving quality and safety at their hospitals and clinics.

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 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.

Making IT Lean: Applying Lean Practices to the Work of IT presents Lean concepts and techniques for improving processes and eliminating waste in IT operations and IT Service Management, in a manner that is easy to understand. The authors provide a context for discussing several areas of application within this domain, allowing you to quickly gain insight.

How to Create Targeted and Inspiring Safety Messages for a Productive Workplace Advances in Interdisciplinary Research in Engineering and Business Management The Power of Ideas to Transform Healthcare

Toyota Kata: Managing People for Improvement, Adaptiveness and Superior Results From Compliance to Care Health and Safety in Brief Steps to Safety Culture Excellence

Attention Safety Communicators: Do you want everyone Speaking the Same Language on Safety?Your workforce is going to give you about one minute to convince them to work safely.Do you know what to say, or write, in those first 60 seconds?Employees quickly tune out when they hear bland, irrelevant safety messages. For too long they have been fed complicated, legalistic communication written for compliance that totally ignores that people actually want to feel safe at work.What is needed is a new and easy way to create compelling, targeted risk communication that catches attention and keeps it. Yet, at the same time builds a safe, thriving and productive environment. This new way is "Transform Your Safety Communication."This is the book for you, if you want to: • Create clear, consistent safety messages, so everyone works to a common standard. • Understand the psychology behind why people don't listen. • Engage workers on safety, no matter how cynical. • Learn how to produce authentic and heart felt communication that builds trust. • Quickly generate relevant safety communication with easy to use frameworks and templates. • Accelerate your communication skills to boost your career prospects. • What other Safety Leaders are Saying:"A thoroughly enjoyable read and will now take the place of my dictionary as the most used book on my desk."Michael Carney, HSE Manager Sydney, StarTrack"Simple sound theory backed up with experience, filled with tips and examples of the good, the bad, and the ugly of safety communication, finishing with a "how to" guide." Rachel Murphy, Health Safety and Compliance Coordinator, IHBI Queensland University of Technology"If you want to engage others and change their behaviour through effective communication, then this book is for you." Paul Harper, CEO/Principal Mining Engineer, AMC ConsultantsYou'll Wish You Could Have Read it Years Ago!If you want to be the inspirational safety leader that you've always dreamed of being, then get your copy today.

Jam packed with useful and practical advice for Safety Professionals and Safety Managers this book is full of useful tips and information including: Why Focus on Safety. Why Focus on Lean. Leadership. Changing the Safety Culture. Safety. Family. Empowerment. Engagement. Encouragement. Reward. Enthusiasm. Integrity. Determination. Generating Ideas. Stretch Targets. Safety Culture Survey. The Triple Vision. The New Triple Bottom Line. Focus on the things we can control. The Global Cost and Safety Curves. Business Drivers - Lean Focus. Elements of a Safety Management System. Safety Policy. Governance. Risk Management Framework. Take 5. Job Hazard Analysis (JHA or JSA). Risk Assessments. Effective Controls. Standard work instructions (SWI) / procedures. Bow Ties. The Golden Rules. Human Factors. Injury Management. Injury Reporting. Safety meetings / forums. Workforce Consultation. Document Control. Register of Compliance Obligations and Licenses. Change Management Process. Safety Cases. Contractor Management. Interface Coordination Plans (ICPs or Interface Agreements). Standards. Training and competency. Medicals / Health Assessments. Drug and Alcohol testing program. Fatigue Management. Emergency Management. Effective Supervision. Safety Values. Hazard Reporting. Field Leaderships and Safe Act Observations. Planned task Observations. Fatality Prevention Program. Critical Control Monitoring. Auditing. Key Performance Indicators (KPI's). Safety Management System Review. Accident and Incident Investigations. Corrective Actions. Significant Incident Learnings. Communications to and from the workforce. Lean Tools for Safety. The War Room (Lean Boards). The Art of Kaizen (PDCA). The Kaizen Blitz. Elimination of Waste (Muda). 5S. Human Factors (Poka-Yoke). The 5 Gemba Principles. The 5 Why's Technique. Quality Circles. Ishikawa diagrams. Idea Generation. A3 Problem-solving. Metrics. Lean Boards. Pareto Charts. Histograms. Taxonomies. Benchmarking. Robotics - the future.

The volume contains latest research on software reliability assessment, testing, quality management, inventory management, mathematical modeling, analysis using soft computing techniques and management analytics. It links researcher and practitioner perspectives from different branches of engineering and management, and from around the world for a bird's eye view on the topics. The interdisciplinarity of engineering and management research is widely recognized and considered to be the most appropriate and significant in the fast changing dynamics of today's times. With insights from the volume, companies looking to drive decision making are provided actionable insight on each level and for every role using key indicators, to generate mobile-enabled scorecards, time-series based analysis using charts, and dashboards. At the same time, the book provides scholars with a platform to derive maximum utility in the area by subscribing to the idea of managing business through performance and business analytics.

Provides guidance to managers, safety professionals, educators and students on having operational risk management systems that meet the requirements of Z10. Emphasizes Management Leadership and Employee Involvement, the most important section in Z10, with particular reference to contributions that employees can make. A new provision was added to Z10 on Risk Assessment which along with Avoidance of Human Error is addressed. Revised and expanded coverage of Management of Change and The Procurement Process New chapters cover Macro Thinking – The Socio-Technical Model; Safety Professionals as Culture Change Agents; Prevention through Design, and A Primer on System Safety

BASICS: Be Always Sure Inputs Create Success
Advanced Safety Management
A Methodology for Workforce Engagement and Culture Change
The Story of the Patient Safety Movement
The Lean Turnaround: How Business Leaders Use Lean Principles to Create Value and Transform Their Company
Virginia Mason Medical Center's Pursuit of the Perfect Patient Experience
Leading the Lean Healthcare Journey

While worker safety is often touted as a company's first priority, more often than not, safety activity is driven by compliance to legislation rather than any safety improvement initiative. Lean takes a proactive approach – it is not contingent on legislation. A serious Lean effort will tear apart an old inefficient entitlement-riddled culture and build it into something effective. Lean Safety: Transforming your 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 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 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 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 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 the A3 problem-solving process and the facilitated kaizen blitz Removes fear from the accident investigation process so that root causes are addressed rather than hidden Establishes standards and metrics for safety management that are clearly definable and measurable Any lasting improvement must become both institutionalized and perpetually capable of adaptation. World class safety is not about writing correct rules, but more about righting the culture responsible for the well-being of its stakeholders. Listen to what Robert Hafey has to say about Lean Safety.

Safety Culture, Second Edition, provides safety professionals, corporate safety leaders, members of leadership, and college students an updated book on safety leadership and techniques for the development of a safety culture. The book offers guidance on the development, implementation, and communication of a Safety Management System. The Second Edition includes a discussion on the perception of safety, analyzing the safety culture, developing a communications network, employee involvement, risk perception, curation, and tools to enhance the Safety Management System. Updated materials on the Activity-Based Safety System, Job Hazard Analysis, and Safety Training New sections on safety leadership and its application A new chapter on Developing a Content Creation Strategy supporting the Safety Management System An array of suggested software and social media tools

This book is an implementation manual for lean tools and principles in a healthcare environment. Lean is a growth strategy, a survival strategy, and an improvement strategy. The goal of lean is, first and foremost, to provide value to the patient/customer, and in so doing eliminate the delays, overcrowding, and frustration associated with the existing care delivery system. Lean creates a better working environment where what is supposed to happen does happen. On time, every time. It allows clinicians to spend more of their time caring for patients and improves the quality of care these patients receive. A lean organization values its employees and encourages their involvement in organizational initiatives which, in turn, sustains hospital-wide quality improvements. The opportunities for lean in healthcare are limitless. This is not a book to be read and forgotten, nor is it meant to sit on a book shelf as another addition to an impressive but underutilized collection of how-to books. As the name implies, it is a guide; a companion to be referenced again and again as the organization moves forward with its lean transformation.

The BASICS Handbook is designed to show personnel at all levels within a manufacturing operations environment that, with easy to understand continuous improvement tools, they can make a difference to operational performance where safety, quality, cost, delivery, and people are paramount to business success. The tools and techniques throughout, based upon examples from the author's experience, demonstrate that no matter what industry, they can bring the desired added value. This book will help any manufacturing shop floor add value in terms of quality/cost and delivery performance. It will also show how using tools and techniques from the "coal face" out will improve process performance by using simple data collection and measurement – not only on outputs, but just as importantly on "critical to quality inputs" such as process parameters and their processing windows – to deliver the desired output KPIs. The power and confidence that this gives to local experts and processing teams enable them to make informed decisions, preventing drifts and non-conforming product: prevention being better than cure. The result of these changes is a tangible cultural impact on the shop floor, raising the level at which operating teams work and improving morale. BASICS will enable staff at all levels to understand their performance measures and produce sustainable results. The book contains practical tools, methods, and techniques that have been tried and tested by the author over a successful 30-year career as a contractor transforming variable processing and inconsistent KPI results.

Engaging Staff by Building Daily Lean Management Systems
Driving Culture Change to Increase Value
A Practical Approach, Third Edition
Lean Hospitals
Transform Your Safety Communication
How to Implement Lean Principles in Hospitals, Medical Offices, Clinics, and Other Healthcare Organizations
Transforming Health Care

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.

The quick reference guide to health & safety best practice and legal issues for managers, HR and safety professionals and students. Most occupational safety and health books explain how to apply concepts, principles, elements, tools of prevention and develop interventions, and initiatives to mitigate occupational injuries, illnesses and deaths. This is not a how-to book. It is a book that addresses the philosophical basis for all of the varied components and elements needed to develop and manage a safety and health program. It is a book designed to answer the questions often posed as to why should we do it this way. It is the "Why" book and the intent is to provide a blueprint and a helpmate for the philosophical basis for occupational safety and health and the justification as an integral component of doing business.

Next Generation Safety Leadership illustrates practical applications that bring theory to life through case studies and stories from the author's years of experience in high-risk industries. The book provides safety leaders and their organisations with a compelling case for change. A key predictor of safety performance is trust, and its associated components of integrity, ability and benevolence (care). The next generation of safety leaders will take the profession forward by creating trust and psychological safety. The book provides safety leaders with actionable goals to enable positive change and translates academic languages into practical applications. It leaves the reader with a clear strategy to move forward in developing a safety plan and utilizes stories, humor, and case studies set in high-risk industries. Written primarily for the safety community and can be used to influence day to day safety operations in high-risk organisations.

A Risk-based Approach
Occupational Health and Safety Management
Lean Safety
An Innovative Leadership Approach
Fundamental Principles and Philosophies

**Revolutionizing Healthcare to Save Lives and Transform the Industry
Focusing on Z10 and Serious Injury Prevention**

Virtual reality (VR) techniques are becoming increasingly popular. The use of computer modeling and visualization is no longer uncommon in the area of ergonomics and occupational health and safety. This book explains how studies conducted in a simulated virtual world are making it possible to test new solutions for designed workstations, offering a high degree of ease for introducing modifications and eliminating risk and work-related accidents. Virtual reality techniques offer a wide range of possibilities including increasing the cognitive abilities of the elderly, adapting workstations for people with disabilities and special needs, and remote control of machines using collaborative robots. Detailed discussions include: Testing protective devices, safety systems, and the numerical reconstruction of work accidents Using computer simulation in generic virtual environments On the one hand, it is a self-study book made so by well-crafted and numerous examples. On the other hand, through a detailed analysis of the virtual reality from a point of view of work safety and ergonomics and health improvement. Ewa Grabska, Jagiellonian University, Kraków, Poland Noteworthy is the broad scope and diversity of the addressed problems, ranging from training employees using VR environments with different degrees of perceived reality; training and rehabilitation of the elderly; to designing, testing, modifying, and adapting workplaces to various needs including those of disabled workers; to simulation and investigation of the cause of accidents at a workplace. Andrzej Krawiecki, Warsaw University of Technology, Warsaw, Poland

Lean Safety Transforming your Safety Culture with Lean Management CRC Press

The Kings County Hospital Story

Lean Implementation

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

Applying Lean Practices to the Work of IT

Virtual Reality and Virtual Environments

On the Mend