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ISBN: 9781567937824
Softbound, 530pp, 2016
Order Code: 2306
ACHE Management

Member Price: $49.00
Non Member Price: $70.00

By Topic:  Lean  Safety/Quality

Book Description

The Toyota Production System model, or Lean, originated in manufacturing but has since emerged as a powerful tool for providing safe, compassionate, error-free healthcare. This book examines trailblazing work in several organizations that committed to applying Lean principles and processes in a new environment, and it shares the
insights of leaders who credit Lean with dramatically improving their operations and outcomes.

This book explains what Lean is, how it works, and how it can benefit your organization. The implementation of Lean can increase patient and staff satisfaction; improve patient care; cut waste, clutter, and confusion; eliminate errors that result in patient and staff harm; lower costs; raise profitability; and enhance your operation’s reputation.

This new edition explores how Lean can transform healthcare at any level. Four new chapters describe the implementation of Lean in the healthcare system of Saskatchewan, Canada—a province that employs more than 40,000 healthcare workers to serve a population of 1.13 million people scattered over 251,900 square miles. The authors share numerous lessons learned from launching such a large-scale improvement effort, addressing such issues as overcoming resistance to change and engaging patients and care providers in the implementation. No organization is too big to tackle a Lean transformation: The bigger the system being improved, the larger the potential gains.

In addition, a new epilogue presents an update on previous cases and shares the perspectives of three leaders looking back on their implementations, considering long-term success, and offering their most seasoned advice.

“Today, 14 years into our journey, the answer is still clear. Lean is the management system Virginia Mason needed. We’re past the tipping point, and the results continue to be powerful in their positive impact for our patients and staff.”

—Gary Kaplan, CEO, Virginia Mason Medical Center

TABLE OF CONTENTS (PDF)
BOOK EXCERPT (PDF)
INSTRUCTOR RESOURCE SAMPLE
PURCHASE EBOOK FROM AMAZON KINDLE SALES
PURCHASE EBOOK FROM VITALSOURCE (INGRAM)
BOOKS

Explorations in Quality Assessment and Monitoring: The Definition of Quality and Approaches to Its Assessment

10 Powerful Ideas for Improving Patient Care
James Reinertsen, MD, Wim Schellekens, MD

THE HEALTHCARE QUALITY BOOK
VISION, STRATEGY, AND TOOLS
THIRD EDITION
Maulik S. Joshi, Elizabeth R. Ransom, David B. Nash, Scott B. Ransom, Editors
BOOKS

Make It Happen: Effective Execution in Healthcare Leadership

Daniel B. McLaughlin

BOOKS

10 More Powerful Ideas for Improving Patient Care, Book 2

Dan Schummers, Maureen A. Bisognano, HFACHE, Paul E. Plsek

BOOKS

Lean Done Right: Achieve and Maintain Reform in Your Healthcare Organization

Thomas G. Zidel
BOOKS

Reaching Excellence in Healthcare Management

Kenneth R. White, PhD, RN, FACHE, John R. Griffith, LFACHE

BOOKS

10 Powerful Ideas for Improving Patient Care, Book 3

Robert C. Lloyd, PhD, Maureen A. Bisognano, HFACHE, Dan Schummers

BOOKS

10 Powerful Ideas for Improving Patient Care, Book 4

Maureen A. Bisognano, HFACHE, James B. Conway, LFACHE, Dan Schummers

BOOKS

ANTICIPATE
RESPOND
RECOVER

Healthcare Leadership and Catastrophic Events

C. Jerome McCasey, Philip D. Robinson
Editors
Anticipate, Respond, Recover: Healthcare Leadership and Catastrophic Events
Kathlyn J. McGlown, PhD, FACHE, Phillip D. Robinson, FACHE

BOOKS
High-Reliability Healthcare: Improving Patient Safety and Outcomes with Six Sigma, Second Edition
Amy C. Smith, DNP, FACHE, Robert Barry, PhD, Clifford E. Brubaker, PhD

BOOKS
Patrice L. Spath, Diane L. Kelly, DrPH
BOOKS
18 Levers for High-Impact Performance Improvement: How Healthcare Organizations Can Accelerate Change and Sustain Results
Gary M. Auton

BOOKS
Introduction to Healthcare Quality Management, Third Edition
Patrice L. Spath

BOOKS
Scott B. Ransom, DO, FACHE, David B. Nash, MD, Maulik S. Joshi, DrPH, Elizabeth Ransom, MD

BOOKS
Susan Teman, RN, CPPS, John Byrnes, MD
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