



# On the Mend

**Revolutionizing  
Healthcare**  
to Save Lives and  
Transform the Industry

John Toussaint, MD  
and Roger A. Gerard, PhD  
with Emily Adams

# On The Mend Revolutionizing Healthcare To Save Lives And Transform The Industry

**Prashant Mahajan**



## **On The Mend Revolutionizing Healthcare To Save Lives And Transform The Industry:**

*On the Mend* John Toussaint, Roger Gerard, 2010-06-15

**Courageous Leadership** Sumeet Kumar, 2017-12-15

**Courageous Leadership** The Missing Link to Creating a Lean Culture of Excellence is one of the firsts of its kind to wade through the confusion among leaders on selecting the type of change approach that will get the best results in their organization. It educates the senior executive leaders and organizational excellence practitioners on the different characteristics of change and answers why the approach to incremental and transitional change cannot deliver the results expected from a transformational change. The author shares his experiences from leading several small and large scale organization transformations in multiple industries across different countries on how to establish a robust foundation for an excellence journey and integrate strategy into daily operations. This book elaborates on the types of courage and what it means to be a courageous leader while leading change in difficult situations and what leaders do differently for putting the organization on a path to excellence and culture transformation. This book shares an innovative design, a methodology and an approach that combines best practices and principles from Malcolm Baldrige Shingo Lean Six Sigma Balanced Scorecard accreditation change management patient and family centered care the Competing Values Framework the LEADS framework and the project management body of knowledge. The implementation of this model at a hospital in Canada propelled the organization further ahead on their transformational journey compared to other organizations that started much earlier. Sensei in Japanese means Teacher and Gyaan in Sanskrit means Knowledge. Brief sections on Sensei Gyaan have been interspersed throughout the book to provide valuable tips to the readers based on author's experiential learnings over the past two decades. This book serves as a practical guide for senior executive leaders and organizational excellence practitioners who wish to embark or are in various stages of their organizational excellence and culture transformation journey. Readers will be guided through 26 elements necessary for establishing a robust foundation and an additional set of 22 Management System elements required to create and sustain a culture of quality across the organization. For leaders in healthcare, the book provides a framework, guiding principles and associated practices that support the implementation of the 4 core concepts of patient and family centered care, namely dignity and respect, information sharing, participation and collaboration. Included in the book are several examples with creative visuals, ready to use templates and standard works models, guiding principles and strategies based on best practices to assist leaders in their organization excellence journey.

**Focus and Leverage** Bruce Nelson, Bob Sproull, 2017-07-27 Most books about continuous and process improvement are written in a textbook format with straightforward information and plenty of graphs and charts to convey the points being made. Sometimes even the best step by step instructions can escape even the most adamant of followers for an improvement method in determining exactly how to apply what the **Lean Hospitals** Mark Graban, 2016-04-19 Healthcare leaders around the world are facing tough challenges including the need to deliver better value for patients and payers which means

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

Financial Management for Nurse Managers Janne Dunham-Taylor, Joseph Z. Pinczuk, 2014-01-27 Financial Management for Nurse Managers Third Edition is a completely revised and updated text addressing a myriad of financial concepts ranging from staffing and budgeting to measuring productivity and forecasting costs Examples and explanations of terminology will help nurse managers successfully correspond with the financial department to implement change without negatively affecting patient care and outcomes Provided by publisher **Brilliant Business Models in Healthcare** Jeroen Kemperman, Jeroen Geelhoed, Jennifer op 't Hoog, 2016-11-18 This exciting resource examines pioneering successful business models in healthcare services emphasizing bold and innovative entrepreneurship in creating care delivery that is accessible affordable and effective Expert contributors supply fascinating case studies of visionary principles at work in hospitals

specialist care eHealth providers and insurers along with practical guidance on building and sustaining a vision a brand an organization and a loyal base of clients employees and investors Featured companies demonstrate how moving beyond conventional patient provider service cost and other relationships can translate into improvements that benefit clients health and stakeholders bottom line as well as the larger community and potentially the world Coverage analyzes key attributes of these successful entities detailing key challenges funding issues and especially breakthrough goals including Strengthening mutual caring and sharing Letting prevention and self management work Patient centered organization of information and everyday care Deploying services and instruments to help customers take control Implementing differentiation in specialized healthcare The result is crucial takeaways for creating transformational business models in health fields Approachably written and brimming with infographics Brilliant Business Models in Healthcare provides inspiring role models for entrepreneurs managers consultants and professionals in the healthcare sector including providers insurers technology suppliers and pharmacists

**Healthcare Kaizen** Mark Graban, Joseph E. Swartz, 2018-06-08 Healthcare Kaizen focuses on the principles and methods of daily continuous improvement or Kaizen for healthcare professionals and organizations Kaizen is a Japanese word that means change for the better as popularized by Masaaki Imai in his 1986 book Kaizen The Key to Japan's Competitive Success and through the books of Norman Bodek both of whom contributed introductory material for this book Winner of a 2013 Shingo Research and Professional Publication Award In 1989 Dr Donald M Berwick founder of the Institute for Healthcare Improvement and former administrator of the Centers for Medicare Medicaid Services endorsed the principles of Kaizen in the New England Journal of Medicine describing it as the continuous search for opportunities for all processes to get better This book shows how to make this goal a reality Healthcare Kaizen shares some of the methods used by numerous hospitals around the world including Franciscan St Francis Health where co author Joe Swartz has led these efforts Most importantly the book covers the management mindsets and philosophies required to make Kaizen work effectively in a hospital department or as an organization wide program All of the examples in the book were shared by leading healthcare organizations with over 200 full color pictures and visual illustrations of Kaizen based improvements that were initiated by nurses physicians housekeepers senior executives and other staff members at all levels Healthcare Kaizen will be helpful for organizations that have embraced weeklong improvement events but now want to follow the lead of ThedaCare Virginia Mason Medical Center and others who have moved beyond just doing events into a more complete management system based on Lean or the Toyota Production System

*Lean Healthcare: Enhancing the Patient Care Process while Eliminating Waste and Lowering Costs* Mohammed Hamed Ahmed Soliman, 2022-11-14 By minimizing waste and waiting times the lean operational concepts and techniques serve to maximize value for patients It places a strong emphasis on staff involvement ongoing improvement and consideration of the demands of the consumer All employees of the firm from clinicians to operations and administrative personnel continuously work to identify areas of waste and eliminate

anything that does not create value for patients using lean concepts in healthcare To make sure that the production team members on the assembly line always have the parts and tools they need to complete their tasks Toyota has put all the systems and support personnel in place If you visit one of their assembly factories you can see this for yourself Although patients are more essential it can be argued that Toyota invests significantly more in its front line staff than many hospitals do Toyota enables team members to concentrate on their tasks and the truck in front of them resulting in greater outcomes and overall happiness

**Operations Management in Healthcare** Corinne M. Karuppan, Michael R. Waldrum, Nancy E. Dunlap, 2016-06-14 Describes how to build a competitive edge by developing superior operations This comprehensive practice oriented text illustrates how healthcare organizations can gain a competitive edge through superior operations and demonstrates how to achieve them Underscoring the importance of a strategic perspective the book describes how to attain excellence in the four competitive priorities quality cost delivery and flexibility The competitive priorities are interrelated with excellent quality laying the foundation for performance in the other competitive priorities and with targeted improvement initiatives having synergistic effects The text stresses the benefits of aligning the entire operations system within the parameters of a business strategy It equips students with a conceptual mental model of healthcare operations in which all concepts and tools fit together logically With a hands on approach the book clearly demonstrates the how tos of effectively managing a healthcare organization It describes how to negotiate the different perspectives of clinicians and administrators by offering a common platform for building competitive advantage To bring the cultural context of a healthcare organization to life the book engages students with a series of short vignettes of a fictitious healthcare organization as it strives to achieve the status of a highly reliable organization Integrated throughout are a variety of tools and quantitative techniques with step by step instructions to assist in problem solving and process improvements Also included are mind maps linking competitive priorities and concepts quick reference icons dashboards displaying measurement and process tracking and boxed features Several project ideas team assignments and creative thinking exercises are proposed A comprehensive Instructor Packet and online tutorials further enhance the book s outstanding value

**Key Features** Includes mind maps to connect competitive priorities concepts and tools Provides an extensive tool kit for problem solving and process improvements Presents icons throughout the text to emphasize competitive priorities and tool coverage Emphasizes measurement with dashboards and includes data files for statistical process control queuing and simulation Demonstrates human dynamics and organizational challenges through realistic vignettes Presents boxed features of frequently asked questions an real world implementations of concepts Provides comprehensive Instructor Packet and online tutorials

The Executive Guide to Healthcare Kaizen Mark Graban, Joseph E. Swartz, 2017-07-27 Hospitals and health systems are facing many challenges including shrinking reimbursements and the need to improve patient safety and quality A growing number of healthcare organizations are turning to the Lean management system as an alternative to

traditional cost cutting and layoffs Kaizen which is translated from Japanese as good change      Assessment and Multimodal Management of Pain Maureen Cooney, Ann Quinlan-Colwell, 2020-10-31 Learn best practices and evidence based guidelines for assessing and managing pain Assessment and Multimodal Management of Pain An Integrative Approach describes how to provide effective management of pain through the use of multiple medications and techniques including both pharmacologic and non pharmacologic treatment regimens A holistic approach provides an in depth understanding of pain and includes practical assessment tools along with coverage of opioid and non opioid analgesics interventional and herbal approaches to pain and much more Written by experts Maureen F Cooney and Ann Quinlan Colwell this reference is a complete step by step guide to contemporary pain assessment and management Evidence based practical guidance helps students learn to plan and implement pain management and aligns with current guidelines and best practices Comprehensive information on the pharmacologic management of pain includes nonopioid analgesics opioid analgesics and co analgesics including dose titration routes of administration and prevention of side effects UNIQUE Multimodal approach for pain management is explored throughout the book as it affects assessment the physiologic experience and the culturally determined expression acknowledgement and management of pain UNIQUE Holistic integrative approach includes thorough coverage of pain management with non pharmacologic methods Clinical scenarios are cited to illustrate key points Equivalent analgesic action for common pain medications provides readers with useful guidance relating to medication selection Pain rating scales in over 20 languages are included in the appendix for improved patient clinician communication and accurate pain assessment UNIQUE Authors Maureen F Cooney and Ann Quinlan Colwell are two of the foremost authorities in multimodal pain assessment and management Sample forms guidelines protocols and other hands on tools are included and may be reproduced for use in the classroom or clinical setting      *Lean for Banks* Bohdan W. Oppenheim, Marek Felbur, 2014-11-21 Most banking institutions suffer from numerous inefficiencies such as poor planning inadequate coordination and communication ineffective processes tools and workflow and excessive bureaucracy Lean for Banks describes in easy language how to use Lean and Six Sigma management practices to significantly improve the efficiency of bank operation

*Pediatric Emergency Medicine, An Issue of Pediatric Clinics of North America* Prashant Mahajan, 2018-11-16 Clinical decision making in the emergency department Recent advances in the recognition evaluation and management of pediatric sepsis Evaluation and management of the adult patient presenting to a pediatric ED Critical care in the pediatric ED Point of care testing in the ED Implications impact and future directions Child abuse and conditions that mimic them Indications and interpretation of common investigations tests in the ED Recent advances in pediatric concussion and mild traumatic brain injury Pediatric emergency care Impact on healthcare and implications for policy Clinical decision rules in the pediatric ED Pediatric urgent care The good the bad and the ugly Advances in medical education and implications for the pediatric ED workforce Quality and safety in pediatric ED Optimizing resources and impact of lean processes on ED operations Pediatric

readiness and disaster management Recent advances in technology and its applications to pediatric emergency care

Toyota Production System Concepts Mohammed Hamed Ahmed Soliman, To make it easier for people to see how their improvements fit into the bigger picture it s important to have a clear vision and purpose as part of the lean strategy and strategic plan People should have knowledge about their intended destination They want to know where you are heading

Lean-Led Hospital Design Naida Grunden, Charles Hagood, 2012-03-16 Instead of building new hospitals that import old systems and problems the time has come to reexamine many of our ideas about what a hospital should be Can a building foster continuous improvement How can we design it to be flexible and useful well into the future How can we do more with less Winner of a 2013 Shingo Prize for Operational Excellence Answering these questions and more Lean Led Hospital Design Creating the Efficient Hospital of the Future explains how hospitals can be built to increase patient safety and reduce wait times while eliminating waste lowering costs and easing some of healthcare s most persistent problems It supplies a simplified timeline of architectural planning from start to finish to guide readers through the various stages of the Lean design development philosophy including Lean architectural design and Lean work design It includes examples from several real healthcare facility design and construction projects as well as interviews with hospital leaders and architects Check out a video of the authors discussing their book Lean Led Hospital Design at the 2012 Med Assets Healthcare Business Summit [www.modernhealthcare.com/section/LiveatHBS](http://www.modernhealthcare.com/section/LiveatHBS)

### **Improving Sustainability During Hospital Design and Operation**

Stefano Capolongo, Marta Carla Bottero, Maddalena Buffoli, Emanuele Lettieri, 2015-02-25 This book describes the Sustainable High Quality Healthcare SustHealth project which had the goal of developing an original multidisciplinary evaluation tool that can be applied to assess and improve hospitals overall sustainability The comprehensive nature of the appraisal offered by this tool exceeds the scope of most current rating systems which typically permit a thorough evaluation of relevant environmental factors when designing a new building but fail to consider social and economic impacts of the design phase or the performance of the hospital s operational structure in these fields The multidisciplinary evaluation system was developed from its very inception through to its testing by following a scientific experimental method in which a global perspective was constantly maintained as opposed to a focus only on specific technical issues Application of the SustHealth rating tool to a currently functioning hospital or one under design will identify weaknesses and guide users to potential low cost short term solutions and longer term strategies for improvement

**Beyond Heroes** Kim Barnas, 2014-04-29 Hospitals have long relied 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 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 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 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 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 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 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 introduces four executives from healthcare systems across North America who have implemented ThedaCare s system and share the lessons they learned along the way 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 leaders can customize to their special needs *Great at Work* Morten T. Hansen,2019-09-03 The Wall Street Journal bestseller a Financial Times Business Book of the Month and named by The Washington Post as One of the 11 Leadership Books to Read in 2018 is a refreshingly data based clearheaded guide Publishers Weekly to individual performance based on a groundbreaking study Why do some people perform better at work than others This deceptively simple question continues to confound professionals in all sectors of the workforce Now after a unique five year study of more than 5 000 managers and employees Morten Hansen reveals the answers in his Seven Work Smarter Practices that can be applied by anyone looking to maximize their time and performance Each of Hansen s seven practices is highlighted by inspiring stories from individuals in his comprehensive study You ll meet a high school principal who engineered a dramatic turnaround of his failing high school a rural Indian farmer determined to establish a better way of life for women in his village and a sushi chef whose simple preparation has led to his unassuming restaurant being awarded the maximum of three Michelin stars Hansen also explains how the way Alfred Hitchcock filmed Psycho and the 1911 race to become the first explorer to reach the South Pole both illustrate the use of his seven practices Each chapter is intended to inspire people to be better workers and improve their own work performance Booklist with questions and key insights to allow you to assess your own performance and figure out your work strengths as well as your weaknesses Once you understand your individual style there are mini quizzes questionnaires and clear tips to assist you focus on a strategy to become a more productive worker Extensive accessible and friendly *Great at Work* will help us reengineer our work lives reduce burnout and improve performance and job satisfaction Psychology Today **The Mistakes That Make Us** Mark Graban,2023-06-27 At last A book about errors flubs and screwups that pushes beyond platitudes and actually shows how to enlist our mistakes as engines of learning growth and progress Dive into *The Mistakes That Make Us* and discover the secrets to nurturing a psychologically safe environment that encourages the small experiments that lead to big breakthroughs DANIEL H PINK 1 NEW YORK TIMES BESTSELLING AUTHOR OF DRIVE WHEN AND THE POWER OF REGRET We all make mistakes What matters is learning from them as individuals teams and organizations *The Mistakes That Make Us* Cultivating a Culture of Learning and Innovation is an engaging inspiring and practical book by Mark Graban that presents an alternative approach

to mistakes Rather than punishing individuals for human error and bad decisions Graban encourages us to embrace and learn from them fostering a culture of learning and innovation Sharing stories and insights from his popular podcast My Favorite Mistake along with his own work and career experiences Graban show how leaders can cultivate a culture of learning from mistakes Including examples from manufacturing healthcare software and two whiskey distillers the book explores how organizations of all sizes and industries can benefit from this approach In the book you ll find practical guidance on adopting a positive mindset towards mistakes It teaches you to acknowledge and appreciate them take necessary measures to avoid them while gaining knowledge from the ones that occur Additionally it emphasizes creating a safe environment to express mistakes and encourages responding constructively by emphasizing learning over punishment Developing a culture of learning from mistakes through psychological safety is essential in effective leadership and organizational success Leaders must lead by example and demonstrate kindness to themselves and others by accepting their own blunders instead of solely pushing for more courage from their team This approach as Graban highlights fosters a positive and productive work environment The Mistakes That Make Us is a must read for anyone looking to create a stronger organization that produces better results including lower turnover more improvement and innovation and better bottom line performance Whether you are a startup founder or an aspiring leader in a larger company this book will inspire you to lead with kindness and humility and show you how mistakes can make things right

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TIMOTHY R CLARK PHD AUTHOR OF THE 4 STAGES OF PSYCHOLOGICAL SAFETY CEO OF LEADERFACTOR

**The Lean Prescription** Patricia A. Gabow, Philip L. Goodman, 2014-10-20 In this book Dr Gabow former CEO of Denver Health of 20 years teams up with Philip Goodman a 34 year veteran of Denver Health who directed the Lean System group to share their Lean journey The Lean Prescription Powerful Medicine for Our Ailing Healthcare System tells the story of how Dr Gabow led Denver Health to become the first healthcar

## **On The Mend Revolutionizing Healthcare To Save Lives And Transform The Industry** Book Review: Unveiling the Power of Words

In a global driven by information and connectivity, the energy of words has are more evident than ever. They have the capability to inspire, provoke, and ignite change. Such could be the essence of the book **On The Mend Revolutionizing Healthcare To Save Lives And Transform The Industry**, a literary masterpiece that delves deep in to the significance of words and their affect our lives. Published by a renowned author, this captivating work takes readers on a transformative journey, unraveling the secrets and potential behind every word. In this review, we will explore the book is key themes, examine its writing style, and analyze its overall effect on readers.

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### **On The Mend Revolutionizing Healthcare To Save Lives And Transform The Industry Introduction**

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