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3-3 Lean for Healthcare: An Overview

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Healthcare: The 5S approach Introduction

to Lean Sigma Becoming the Change:

Leadership Behavior Strategies for

Continuous Improvement in Healthcare

Intro to Lean Healthcare IHI Virtual

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□ Ben Yoskovitz □ MicroConf 2013 Top 8
Healthcare Issues that Lean Six Sigma
Can Help Solve Lean Design in

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STARTUP SUMMARY (BY ERIC RIES)

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Methodologies in a hospital, physician practice, long-term care 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 detailed roadmap that describes the processes and tools required

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how to successfully implement Lean
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provides an organizational infrastructure
and systematic approach for transforming
a healthcare system into a Lean enterprise
and lays out a detailed roadmap that

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describes the processes and tools required for implementation. The book introduces the concept of Healing Pathways, which are defined as value streams through which patients flow. This innovation enhances Lean implementation in healthcare by providing explicit recognition and improvement of the

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patient experience. Case studies and examples demonstrate practical applications of the concepts presented.

Proven methods for sustaining Lean gains are also included. The prescriptive information in this comprehensive resource will enable you and your team to work together to achieve Lean enterprise

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goals and improve patient care, patient satisfaction, productivity, operational performance, and physician and team member 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, and Projects Use Lean to execute
strategic and emerging operational
objectives

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This work seek to add to the operational side of Lean deployment in Healthcare, a complementary understanding of Lean deployment approaches, addressing both "hard" and "soft" sides, identifying the real constraints of Lean in Healthcare sector

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and the sustainability factors. Supported by two main literature reviews and a multi-case approach, a deep research on the eligible Healthcare cases was conducted answering the questions: (i) What are the different outcomes from Lean deployment in Healthcare?; (ii) What are the barriers to Lean implementation in Healthcare?; (iii)

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What enables Lean implementation in Healthcare?; (iv) What are the risks of Lean in Healthcare?; (v) How to measure Lean achievements in Healthcare services?; and (vi) How to develop a sustainable Lean culture? This contribution to the academic debate on Lean deployment in Healthcare creates

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clarity on what can be called Lean practices in Healthcare settings under the light of the concept's founders; what pattern of a Lean deployment journey was followed by Healthcare organisations; and how different cultural (organisational and national) contexts can influence the pace in pursuing that pattern.

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Improve: The Next Generation of
Continuous Improvement for Knowledge
Work presents lean thinking for
professionals, those who Peter Drucker
called knowledge workers. It translates the
brilliant insights from Toyota's factory
floor to the desktops of engineers,

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marketers, attorneys, accountants, doctors, managers, and all those who "think for a living." The Toyota Production System (TPS) was born a century ago to an almost unknown car maker who today is credited with starting the third wave of the Industrial Revolution. TPS principles, better known as lean thinking or

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continuous improvement, are simple: increase customer value, cut hidden waste, experiment to learn, and respect others. As simple as they are, they are difficult to apply to the professions, probably because of the misconception that knowledge work is wholly non-repetitive. But much of our everyday work does repeat, and in great

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volume: approvals, problem-solving, project management, hiring, and prioritization are places where huge waste hides. Eliminate waste and you delight customers and clients, increase financial performance, and grow professional job satisfaction, because less waste means more success and more time for expertise

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And creativity. This book is a valuable resource for leaders of professional teams who want to improve productivity, quality, and engagement in their organizations.

Experience the proven benefits of continuous improvement 40%–70% increase in productivity from professionals and experts Reduce lead time by

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50%–90% Engagement up and voluntary
severance cut >50% Dozens of simple
visual tools that anyone can implement
immediately in their existing framework
All tools and techniques applicable to both
face-to-face and virtual meetings Easy-to-
understand approach: □simplify, engage,
experiment Presented with deep respect

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for the experts; no "check the box" thinking
or overused analogies to the factory floor

This unique trainer's resource offers a
comprehensive blueprint for preparing
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challenging environment of integrated
care. Based firmly in new evidence-based

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Models of behavioral care in medicine, it sets out the aims and objectives of modern integrated care delivery in a streamlined pedagogy-to-practice framework.

Teaching strategies for developing core skills and competencies, suitable across diverse educational and workforce development settings, are presented with

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data-based rationales and guidelines for design and implementation. Chapters also cover the range of essentials, from research support to business acumen to program evaluation methods, needed to meet bedrock goals of improved quality of care, clinical outcomes, and patient satisfaction. The book's comprehensive

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coverage: Reviews the evidence base for integrating medical and behavioral care. Provides empirically sound guidelines for training learners in integrated practice. Breaks down skill development into critical training objectives. Offers detailed content of a current degree program in integrative behavioral medicine.

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Recommends measures to support responsive, patient-centered, and sustainable training programs. A robust guide to a more inclusive and effective future, *Training to Deliver Integrated Care* expands the healthcare horizon to accommodate trainers working in health psychology, general practice, primary care

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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

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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

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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

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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.

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If you've employed consultants and embarked on a Lean transformation only to find your efforts stall after the consultants leave, this book will teach you what you must do to stay the course over the long term. Using a compelling novel format, Sustainable Lean: The Story of a

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Cultural Transformation illustrates the process of implementing a sustain

Economic institutions are undergoing radical transformations, and with these has come a reconfiguration of labor market institutions, managerial conceptions of work, and the nature of authority and

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Washington Manual® series, this unique volume provides the knowledge and skills necessary for an effective, proactive approach to patient safety and quality improvement.

Over the last two decades, manufacturers in Australia have implemented process

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improvement methodologies to assist in driving down the costs of operations brought on by customers wanting better quality and responsiveness. Closely following in the footsteps of the manufacturers, since the early 2000's, are service organizations, including those in Healthcare, Finance/Banking, IT and

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Government (Public sector). Lean Six Sigma is one such process improvement methodology. It is seen as the latest philosophy of continuous improvement in many companies world-wide. Following an extensive literature review, it is clear that Lean Six Sigma has been based on earlier continuous improvement

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philosophies like Total Quality Management as well as the combination of Lean and Six Sigma. There are clearly some similarities and differences between Lean Six Sigma and Total Quality Management. It is not clear in the literature whether companies are deploying Lean Six Sigma because the

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previous initiatives failed and it will result in better outcomes or it is a natural progression to adopt a new innovation and a new technique. It is not clear if the drivers to deploy Lean Six Sigma are different to previous quality improvement initiatives. Total Quality Management was introduced in the 1980's to create a culture

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of continuous improvement, improve quality and enhance an organization's competitive advantage and it is interesting to establish if Lean Six Sigma has been deployed to deliver something else or the same since Total Quality Management did not deliver the expected benefits. It is clear in the literature that Lean Six Sigma has

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And Sustainable success seems to vary according to the performance or success measure used. For example, if success is defined as higher market share then Lean Six Sigma may not be deemed successful but if success is defined as process cost reduction or savings resulting from an improvement project due to better delivery

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performance and process capability then it may be deemed successful. The literature covers the concept of a "Mature" deployment of Lean Six Sigma which is another way of measuring success apart from success from improvement projects. An organization which has a high level of maturity and where projects are successful

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is one that is likely to have a culture of sustainable continuous improvement.

Little attention has been directed towards how Lean Six Sigma should be deployed.

Some companies have deployed Six Sigma first then Lean and other companies have deployed Lean first to identify low hanging fruit and then implemented Six

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Sigma and others have implemented the combined program from day one. Also, the literature suggests that deployment of Lean Six Sigma needs to be different in small and medium-sized organizations. In the literature, it is clear that the phases of a Six Sigma methodology (Define-Measure-Analyze-Improve-Control) are well-

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defined but there has been little attention given to the definition of what constitutes a Lean Six Sigma methodology. For example, in many companies Lean Six Sigma deployments use the DMAIC methodology and also use Lean tools at various stages and in others Lean is separately deployed concurrently with

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DMAIC. Factors critical to success of Lean Six Sigma have been identified in the literature. It is unclear whether these factors are critical to short-term gains or long-term sustainable benefits. This phenomenon also seems to be the case for Total Quality Management (TQM) implemented by many organizations

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around the world during the 1990's. Included in these critical success factors for Lean Six Sigma is the need for highly-trained Lean Six Sigma experts, known as Master Black Belts and Black Belts (and other levels of "Belts") and the importance of corporate or organizational factors. In the literature the concept of a competency-

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based perspective of these factors is Dean
introduced. In Australia, Lean Six Sigma
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has been deployed successfully in many
companies involved in manufacturing and
service, both large and small and medium-
sized and in the public sector. However, it
has been disbanded in some companies
because of an apparent failure of the

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program, which also appears to be the case for some Total Quality Management deployments. It is unclear as to why this has happened but it is suggested that it is so due to the different measures of success of the program. Also in Australia, some anecdotal evidence suggests that the ongoing deployment of Lean Six Sigma is

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susceptible to a change of the Chief Executive Officer of the organization. Other evidence suggests that the companies that disbanded the program some years ago are re-deploying it using funding provided by the Australian Federal and State Governments. Further evidence suggests that the Lean Six Sigma

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programs are now becoming very successful in many other industry sectors like Healthcare and Government in Australia. Thus, in this thesis the researcher considers the following research questions relating to a Lean Six Sigma deployment.

1. What are the key drivers and success measures of a Lean Six Sigma

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deployment? 2. How has Lean Six Sigma been deployed and is it affected by organizational size? 3. What are the competencies of an organization that result in the successful deployment of Lean Six Sigma? 4. What are the personal competencies of the deployment leader and project leaders for the Lean Six Sigma

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deployment to be successful? 5. What success factors are common between Lean Six Sigma and previous quality improvement initiatives such as Total Quality Management (TQM)? In developing and examining these questions, a comprehensive literature review and four fieldwork phases involving qualitative and

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quantitative research was completed. There are two fieldwork phases using qualitative research (fieldwork phases 1 and 3) and two fieldwork phases using quantitative research (fieldwork phases 2 and 4). Fieldwork phase 1 (Chapter 4) involves face-to-face interviews using semi-structured questions with senior

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managers in organizations in Australia that have deployed Lean Six Sigma. Seven case organizations have been selected - four cases in manufacturing and three in service. This has revealed a number of significant issues relating to key drivers, deployment strategies, critical success factors and challenges and benefits of the

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deployment. Factors critical to success include organizational competencies and competencies of the experts involved in Lean Six Sigma. Fieldwork phase 2 (Chapter 5) considers an in-depth analysis of Lean Six Sigma in one of the seven organizations. The aim of fieldwork phase 2 was to gain insights into the relationship

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between critical success factors and performance measures for this case. The case was in Healthcare and was chosen as a result of the interest of the interviewee in fieldwork phase 1 to examine their improvement program more fully using input from all senior managers. Fieldwork phase 3 (Chapter 6) involves the use of an

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open questionnaire with two Lean Six Sigma experts. The aim of fieldwork phase 3 was to gain further insights into the required competencies of the Master Black Belt and Black Belt in Lean Six Sigma. Using the insights from fieldwork phases 1, 2 and 3, a model for the sustainable deployment of Lean Six Sigma program

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was developed. Sustainability is defined as the combination of successful projects and a level of maturity of the Lean Six Sigma deployment. Fieldwork phase 4 (chapter 7) involves testing the developed model using a National Survey of Operations Excellence Managers in Australian organizations that have deployed Lean Six

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Sigma. The aim of fieldwork phase 4 is to obtain objective evidence of what factors are critical for a sustainable Lean Six Sigma deployment. A number of key insights are revealed contributing to the theory and practice of Lean Six Sigma. A discussion of the key insights are presented in chapter 8 followed by

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