

Six Sigma Healthcare

This book provides a detailed description of how to apply Lean Six Sigma in the health care industry, with a special emphasis on process improvement and operations management in hospitals. The book begins with a description of the Enterprise Performance Excellence (EPE) improvement methodology developed by the author that links several methodologies including systems thinking, theory of constraints, Lean and Six Sigma to provide an enterprise-wide prioritization and value-chain view of health care. The EPE methodology helps to improve flow at the macro or value-chain level, and then identifies Lean Six Sigma detailed improvements that can further improve processes within the value-chain. The book also provides real-world health care applications of the EPE and Lean Six Sigma methodologies that showed significant results on throughput, capacity, operational and financial performance. The Enterprise Performance Excellence methodology is described, and also the Six Sigma DMAIC (Define-Measure-Analyze-Improve-Control) problem solving approach which is used to solve problems for health care processes as they are applied to real world cases. The case studies include a wide variety of processes and problems including: emergency department throughput improvement; operating room turnaround; operating room organization; CT imaging diagnostic test reduction in an emergency department; linen process improvement; implementing sepsis protocols in an emergency department; critical success factors of an enterprise performance excellence program.

Opportunities for improvement in the workplace are plentiful, and healthcare is no exception! Spotting the need for improvement and having the drive to initiate change are important, but having the right toolkit can help you to be even more successful. Learn about a blended approach to process improvement called DMAIC. DMAIC is a project methodology for systematically addressing problems in your work and finding the right solutions for your team. This book will walk you through the five project phases and share tips and tricks from experienced authors. Driving improvement initiatives in healthcare is possible with the right knowledge and tools!

"This book presents emerging research-based trends in the area of global quality lean six sigma networks and analysis through an interdisciplinary approach focusing on research, cases, and emerging technologies"--Provided by publisher.

Consultant Barry; Amy C. Murcko, a manager and researcher at a Pennsylvania regional health care system; and Clifford E. Brubaker (health and rehabilitation sciences, U. of Pittsburgh) explains how to apply the Six Sigma management system, developed for high-technology manufacturing, to health care organizations. The target of the error-reducing effort is 3.4 errors per million error opportunities. There is no index. Annotation c. Book News, Inc., Portland, OR (booknews.com)

Simple Steps to Improve Patient Safety, Patient Flow and the Bottom Line A Doody's Core Title for 2020! This thoroughly revised resource shows, step-by-step, how to simplify, streamline, analyze, and optimize healthcare performance using tested Lean Six Sigma and change management techniques. Lean Six Sigma for Hospitals, Second Edition, follows the patient from the front door of the hospital or emergency room all the way through discharge. The book fully explains how to improve operations and quality of care while dramatically reducing costs—often in just five days. Real-world case studies from major healthcare institutions illustrate successful implementations of Lean

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Six Sigma. Coverage includes: • Lean Six Sigma for hospitals, emergency departments, operating rooms, medical imaging facilities, nursing units, pharmacies, and ICUs • Patient flow and quality • Clinical staff • Order and claims accuracy • Billing and collection • Defect and medical error reduction • Excel power tools for Lean Six Sigma • Data mining and analysis • Process flow charts and control charts • Laser-focused process innovation • Statistical tools for Lean Six Sigma • Planning and implementation

Superior levels of quality are achieved only with the support of the entire organization. As a result, it is vital that the organization's culture drive improvement. This book is for you if your customers - patients, providers, and staff-are asking for higher levels of quality than in previous years. To get to these levels of quality, the services and processes used to achieve them must be improved. The greatest competitive advantage that you can have today, within your organization, is the ability to deliver consistent and cost-effective services to your customers, faster, and cheaper, and still meet your budget requirements. Lean Six Sigma is a result of two powerful methodologies (Lean and Six Sigma) that have a complementary toolkit. Combining the two techniques with effective team skills has provided vast improvements in many organizations. The fundamental objective of Juran's Lean Six Sigma Healthcare curriculum is to develop a methodology and strategy that enable individuals and organizations to successfully improve processes and reduce variation. At a project level the Lean Six Sigma DMAIC process (Define, Measure, Analyze, Improve, and Control) is an improvement system for existing processes falling below specification and provides methods for obtaining breakthrough improvement. Yellow Belts are active participants in the process being improved. They can also be ad-hoc team members working as subject matter experts who help project teams from time to time sharing their specialized knowledge. Becoming a Yellow Belt is the first tier beyond basic awareness training in Juran's Lean Six Sigma Healthcare training program.

Six Sigma Healthcare is a quality improvement methodology that also improves patient and stakeholder satisfaction. Six Sigma Healthcare delivery means helping improve patient outcomes while driving down the cost of patient care. Doing so empowers healthcare providers to become more productive. Now, more than ever, the healthcare industry needs to embrace the economic value proposition of improving productivity. Healthcare sector can learn a good deal from industries that are working toward the Six Sigma goal. Let's try it in healthcare and see how close we can get.

Six Sigma reinforces current developments in healthcare management: evidence based medicine, service line management, and magnet nursing. Six Sigma fits the real healthcare world, dealing with manual tasks and the exceptional needs of patients. This book provides guidance to an organizational strategy that attains and sustains results. It explains how to use in-hand data to improve patient safety, patient service, and patient care for data-informed decision making. A section is also included on finite capacity scheduling models, a key issue in hospital productivity improvement.

The Definitive Six Sigma Guide for Healthcare: Methodologies, Tools, and Metrics Rising costs are making healthcare unaffordable for millions, and 100,000 people die every year due to medical error. Healthcare must

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change—dramatically. Many leading healthcare institutions are discovering a powerful toolset for addressing both quality and cost: Six Sigma. In this hands-on, start-to-finish guidebook, four leading experts introduce Six Sigma from the unique standpoint of the healthcare professional, showing exactly how to implement it in real-world environments. Drawing on their unsurpassed experience, the authors offer step-by-step methodologies, tools, and metrics—all thoroughly adapted to the unique realities of healthcare. They demonstrate how to utilize Six Sigma's Define, Measure, Analyze, Improve, and Control (DMAIC) process to address even the most challenging problems. They also offer realistic guidance on rolling out Six Sigma initiatives that deliver rapid and sustainable value. The authors show Six Sigma at work in every area of the hospital: clinical, radiology, surgery, ICU, cardiovascular, laboratories, emergency, trauma, administrative services, staffing, billing, cafeteria, even central supply. You'll learn why Six Sigma can produce better results than other quality initiatives, how it brings new rigor and discipline to healthcare delivery, and how it can be used to sustain ongoing improvements for the long term. Coverage includes

- Adapting Six Sigma methodology, tools, and measurements for healthcare
- Designing more successful experiments
- Rolling out your Six Sigma initiative successfully
- Case studies from every area of the hospital, from the ICU to billing
- Six Sigma templates modified fully for the healthcare environment

Comprehensive and user-friendly, this book will be indispensable to everyone concerned with quality or cost: administrators, managers, physicians, and quality specialists alike. Where Six Sigma is already in use or being considered, it will serve as a shared blueprint for the entire team.

This book is not intended to be an implementation guide. Rather, it seeks to explain Beyond Lean Six Sigma techniques in a thorough but entertaining and easy-to-understand way. This easy-to-digest format is perfect for executive managers scanning for the right management initiative. This format is also useful in allaying the nervousness (and the accompanying loss of productivity) that middle and lower-level managers often experience when a new management initiative is introduced. Armed with the information they'll find here, the implementation experience can be one of confidence, optimism, and new energy for everyone involved. Finally, this book and the overall methodology are not just for those in manufacturing. The described Beyond Lean Six Sigma methods work for all businesses. For example, in this story, Beyond Lean Six Sigma methods are applied to the health care industry -- the farthest thing from manufacturing! Yet, hospitals can, and have, saved millions of dollars by applying Beyond Lean Six Sigma principles to their industry.

Essentials for the Improvement of Healthcare Using Lean & Six Sigma is all about real and immediate quality improvement. Written by D.H. Stamatis, a renowned expert in organizational development and quality, the book addresses concerns that can be ameliorated with minimal government intervention. Detailing immediate paths for improvement fundame

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Written to address the growing demand for Lean Six Sigma expertise, this text provides a step-by-step Define-Measure-Analyze-Improve-Control (DMAIC) process, that describes how to use the tools appropriate for each phase and provide data where tools can be practiced by students. Applying Lean Six Sigma in Health Care trains students on performance improvement techniques and current terminology so that they will be prepared to conduct Lean Six Sigma projects in large health care systems and support the physicians and nurses running these projects. With a focus on application, students learn and utilize the DMAIC process, by applying it to an improvement project that is carried through the text.

Essentials for the Improvement of Healthcare Using Lean & Six Sigma is all about real and immediate quality improvement. Written by D.H. Stamatis, a renowned expert in organizational development and quality, the book addresses concerns that can be ameliorated with minimal government intervention. Detailing immediate paths for improvement fundamental to primary care, hospitals, and managed care, the book: Introduces much-needed mechanics of change, including transitioning from hierarchical groups to interactive inclusionary teams Focuses on customer satisfaction as a key indicator of quality Explains how Lean and Six Sigma tools can be readily applied to healthcare Spotlights primary care, including how to define and redesign its process and develop better metrics Presents IT applications that will improve billing, documentation, and patient care Examines Malcolm Baldrige National Quality Award criteria as it applies to healthcare Illustrates quality improvements and best practices through real world case studies Includes a companion CD with Six Sigma forms and formulas, Lean improvement tools, and other quality tools and worksheets Whether you think advances in technology and medicine, coupled with freedom of choice, makes the U.S. healthcare system the best in the world, or whether you believe growing costs, regulatory morass, and a tort-obsessed culture drop it to the bottom; it is evident that the processes currently employed and the subsequent defensive medicine philosophy that has resulted will not be able to meet the future demands of our aging society. Through Six Sigma and Lean, this text moves the focus from reactive controls to the proactive efficiency required to implement real and sustainable quality improvements that will allow us to forge a system that is all about wellness.

DELIVER FASTER, BETTER, AND CHEAPER HEALTHCARE IN AS FEW AS FIVE DAYS 4 STAR DOODY'S REVIEW! "The main purpose is to present simple steps to help hospitals start getting faster, better, and cheaper in five days or less while achieving the goal of fast, affordable, and flawless healthcare. Healthcare has many opportunities for improvement and the use of Lean Six Sigma concepts can make a dramatic impact. This book provides the basic information to do that."--Doody's Review Service Lean Six Sigma for Hospitals: Simple Steps to Fast, Affordable, Flawless Healthcare explains how to use tested Lean Six Sigma methods and tools to rapidly improve hospital operations and quality of care and

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reduce costs. These proven strategies follow the patient from the front door of the hospital or emergency room all the way through discharge, examining key aspects of patient flow and quality. The trail of billing and collections is also followed to discover and eliminate cash flow leaks. This practical guide emphasizes both the clinical and operational sides to reduce the "three demons of quality"--delay, defects, and deviation. Real-world case studies from major hospitals illustrate successful implementations of Lean Six Sigma. Coverage Includes: Achieving a faster, better hospital in five days--emergency department, door-to-balloon time, operating room, medical imaging, lab, nursing unit, clinical staff, pharmacy, order accuracy, diagnosis, ICU Lean for accelerated patient flow Reducing medical errors with Six Sigma Creating a more profitable hospital in five days by reducing denied, rejected, and appealed claims Six Sigma for hospitals Excel power tools for Lean Six Sigma Identifying improvement projects through data mining and analysis Sustaining improvement using control charts Laser-focused process innovation Statistical tools for Lean Six Sigma Implementing Lean Six Sigma

Revision of: The Six Sigma book for healthcare. c2002.

"Preface The purpose of this book is to provide an enterprise Lean Six Sigma methodology to enable alignment and optimization of processes across the entire organization. Healthcare has finally embraced Lean Six Sigma tools, even though it has been much later than many industries; there is great value and advantage to applying these tools and methods in healthcare. Healthcare is struggling with shrinking revenues and trying to control costs; what better environment could there be to apply Lean Six Sigma. In the first chapter we provide a description of the Strategic Business Process Architecture methodology that can enable enterprise-wide improvement. In Chapter 2, we provide a description of the Lean Six Sigma methodology that can guide our process improvement projects. In Chapter 3 we provide an application of Lean Six Sigma that successfully reduced the patient length of stay and door to doctor time in a hospital's emergency department. In Chapters 4 and 5 we provide an application of Lean Six Sigma and 5S in an operating room. In Chapter 6 we provide several more applications of the 5S Lean organizational tool. In Chapter 7 we provide an application of how Lean Six Sigma was used to reduce the number of CT scans in an emergency department. In Chapter 8 we describe how we reduced the linen loss throughout the hospital by applying Lean Six Sigma. In Chapter 9, we used Lean Six Sigma to design and implement sepsis protocols to reduce the mortality related to sepsis infections. In Chapter 10 we provide insights into several critical success factors that can enhance your organization's Lean Six Sigma program. In Chapter 11 we provide a brief view into the future of Lean Six Sigma in healthcare"--Provided by publisher.

This book gives healthcare leaders a practical guide to implementing the 4 key components of lean daily management system - 1. LDM boards; 2. Leadership rounds 3. Leader daily disciplines and 4. Lean projects. Although lean is not new to healthcare, effective LDM is just now taking hold with the best lean healthcare organizations in the U.S. and Canada. Leaders are realizing that sustaining their lean projects over time has proven to be a challenge without first addressing the organizations management system/model. LDM gives leaders a straightforward approach to do just that as well as

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improve their ability to spread and deploy lean to other areas of the organization and tie back to strategy.

This practical, how-to book clearly and succinctly takes the reader through six proven "success steps" for implementing lean in any healthcare environment: 1. Create physician flow 2. Support physician value-added time 3. Visually communicate patient status 4. Standardize everyone's work 5. Lay out the clinic for minimal motion 6. Change the care delivery model Why go through such a transformation? Because it works. Tell a doctor that he can see the same number of patients, offering the same high quality and personal care, and have an extra 90 minutes at the end of his clinic day -- and that means something. Tell the staff that they can look forward to actually ending on time, with satisfied patients, no backlog, and having focused their attention completely on quality patient care -- and they will listen. These Lean principles and success steps work in clinics ranging from orthopedics to neurology to cardiac care -- the specialty doesn't matter. They work in small practices and large hospital settings. Lean methodology provides the tools to address the frustrations patients and doctors alike experience in the clinic process. Included throughout the book is a case study showing the lean transformation undertaken at the Orthopedic Center at Children's Hospital of Wisconsin, with numerous quotes and insights from those actually involved. This transformation resulted in patient wait times being reduced by more than 70 percent, the clinic being able to see 25 percent more patients in less space, patient satisfaction scores sometimes reaching 100 percent, and staff satisfaction scores improving by more than 25 percent.

This book gives the reader an inside look at creating a new healthcare service using practical examples and scenarios one would face if doing it themselves. This book chronicles the journey of a fictitious healthcare delivery organization using the Simpler Design System principles based on Lean methodologies. While the characters and actual story is fictitious, it is based on the journey many healthcare systems and clients have taken, the issues they have faced, and the successes and failures they've had. Tools and approaches used are based on the actual work of Simpler. The story format engages readers and is intended to motivate and inspire executive teams to use the tenets of the book as a guide to launch their own successful implementation of an idea-to-launch methodology. Tools include those gleaned from actual application of Lean Product Development, Agile, Design for Six Sigma, and Design Thinking Principles. Through engaging storytelling and practical theory, this book is written from the perspective of a physician leader that agrees to be the executive sponsor for a service redesign. As the story progresses, the sponsor becomes fascinated with the process and becomes the first VP of Innovation within his organization.

Simple Steps to Improve Patient Safety, Patient Flow and the Bottom Line This thoroughly revised resource shows, step-by-step, how to simplify, streamline, analyze, and optimize healthcare performance using tested Lean Six Sigma and change management techniques. Lean Six Sigma for Hospitals, Second Edition, follows the patient from the front door of the hospital or emergency room all the way through discharge. The book fully explains how to improve operations and quality of care while dramatically reducing costs—often in just five days. Real-world case studies from major healthcare institutions illustrate successful implementations of Lean Six Sigma. Coverage includes: • Lean Six Sigma for hospitals, emergency departments, operating

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rooms, medical imaging facilities, nursing units, pharmacies, and ICUs • Patient flow and quality • Clinical staff • Order and claims accuracy • Billing and collection • Defect and medical error reduction • Excel power tools for Lean Six Sigma • Data mining and analysis • Process flow charts and control charts • Laser-focused process innovation • Statistical tools for Lean Six Sigma • Planning and implementation

To help medical practices increase profitability without cutting costs or boosting revenues, Greenbranch Publishing announces a new book by Lean Six Sigma Master Black Belt Frank Cohen and Practice Management Expert Owen Dahl: *Mastering Lean Six Sigma for the Medical Practice - Improving Profitability by Improving Processes*. For the first time, this new book translates Lean Six Sigma principles and tools specifically for the real-world medical practice environment. Drawing on his involvement with over 2,000 medical practices, author and Lean Six Sigma Master Black Belt Frank Cohen empowers practices - and their advisors - to use 24 process improvement tools to boost efficiency so more of the revenues that come in go directly to the bottom line. What types of improvements can practices make? Learn how to use analytics to identify inconsistent behavior by payers - so practices can hold payers' feet to the fire. See how process improvement can help practices reduce denials by upwards of 50%. Use these techniques to improve both patient satisfaction and staff morale. Learn how to eliminate bottlenecks in your practice and use metrics to make smart practice improvement decisions. Over the past 20 years, Lean and Six Sigma approaches have created profit breakthroughs for other types of businesses. Cohen and Dahl bring this methodology to health care providers, whittling down the myriad of traditional Lean Six Sigma tools to only those that matter most to their practices. Add *Lean Six Sigma for the Medical Practice* to your "must-read-now" bookshelf and take the first steps toward improving everything from patient visit cycle time to, A/R to staff and patient satisfaction and morale to compliance.

For many who work in health care today, overwhelming business pressures and perceived barriers to change have nearly extinguished the flame of their passion to help others. In this book, Quint Studer sparks a trend toward purpose, worthwhile work, and making a difference in the health care profession. He shares his personal story and teaches the reader how to apply specific prescriptive tools and practices to create and sustain a world-class organisation. "Hardwiring Excellence" is a huge success, changing the way countless physicians and their teams operate.

Lean Six Sigma is a synergised managerial concept of Lean and Six Sigma that results in the elimination of the seven kinds of wastes/muda (classified as Defects, Overproduction, Transportation, Waiting, Inventory, Motion and over Processing) and provision of goods and service at a rate of 3.4 defects per million opportunities (DPMO). Six Sigma seeks to improve the quality of process outputs by identifying and removing the causes of defects (errors) and minimizing variability in manufacturing and business processes. It uses a set of quality management methods, including statistical methods, and creates a special infrastructure of people within the organization ("Black Belts", "Green Belts", etc.) who are experts in these methods. Each Six Sigma project carried out within an organization follows a defined sequence of steps and has quantified financial targets (cost reduction and/or profit increase).

PROVEN STRATEGIES FOR REVOLUTIONIZING HEALTHCARE SYSTEMS "If I had to sum up this book in one word, the word would be 'brilliant'! This is one of the most

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insightful books on TOC, not just for healthcare, that I have ever read." --BOB SPROULL, author of *The Ultimate Improvement Cycle: Maximizing Profits through the Integration of Lean, Six Sigma, and the Theory of Constraints Performance Improvement for Healthcare: Leading Change with Lean, Six Sigma, and Constraints Management* lays out an integrated approach for using three industrially based methods to transform hospital operations in terms of patient outcomes and experience, financial viability, and employee satisfaction. This pioneering guide presents a scalable strategy for managing bottlenecks, eliminating waste, reducing errors, and containing costs in healthcare organizations, as well as sustaining the gains achieved. Real-world case studies illustrate successful performance improvement implementations that have realized breakthrough operational and financial results. **COVERAGE INCLUDES:** Constraints Management applications in healthcare The NOVACES SystemCPI--an integrated performance improvement deployment approach Three-part assessment--strategic gap analysis, system-level value stream analysis, and system constraint analysis Planning a performance improvement program deployment to ensure timely and consistent execution Applying the right tool to the right problem from a system perspective Sustaining gains achieved by the performance improvement team Defining a path to self-sufficiency

This book is for those in healthcare practices whose customers/payers may be encouraging or requiring them to use Lean Six Sigma in the workplace, or to simply improve the way healthcare is being provided. The book is intended to be a basic, easy-to-read, quick and handy reference to the process improvement topics that are so important in healthcare. The first seven sections of the book cover the basics of Lean Six Sigma ("What is Lean Six Sigma?" through a "Lean Six Sigma Road Map for the Practice") and how it can be applied and implemented in the Practice. The remainder of the pocket guide gives a brief description of the various tools and methodologies used in Lean Six Sigma. Each discussion has purposefully been kept short and simple to allow for basic understanding. Also included are tips of how or when to use the tool. Utilizing the 3Ms of Process Improvement in Healthcare supplies step-by-step guidance on how to use the 3Ms of change leadership to improve healthcare processes. Complete with forms, templates, and healthcare case studies, it illustrates the proper application of the 3Ms. It weaves stories throughout the book of role models who have succeeded, as w

Six Sigma goes in to the details of improving customer service, generating business expansion and gaining knowledge about the service sectors business processes. Most service industries revolve around areas of finance, human resources and sales and marketing. Hence, Six Sigma delves deeply into the subject of soft skills. Six Sigma can be applied to a company that provides housekeeping services. Firstly, the companies working processes would need to be understood. Using the DMIAC method or the define-measure-improve-analyze-control method, Six Sigma can definitely implement quality in any industry. As the main aim of this methodology is to reduce defects, the first step would be detecting the particular defect. Secondly, data will be collected to observe how, why and how often these defects occur. Next, the Six Sigma team implements an outstanding employees method of working as the normal method for all employees. Finally, new employees are taught the correct techniques.

The book shows readers exactly how to use Lean tools to design healthcare work that

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is smooth, efficient, error free and focused on patients and patient outcomes. It includes in-depth discussions of every important Lean tool, including value stream maps, takt time, spaghetti diagrams, workcell design, 5S, SMED, A3, Kanban, Kaizen and many more, all presented in the context of healthcare. For example, the book explains the importance of quick operating room or exam room changeovers and shows the reader specific methods for drastically reducing changeover time. Readers will learn to create healthcare value streams where workflows are based on the pull of customer/patient demand. The book also presents a variety of ways to continue improving after initial Lean successes. Methods for finding the root causes of problems and implementing effective solutions are described and demonstrated. The approach taught here is based on the Toyota Production System, which has been adopted worldwide by healthcare organizations for use in clinical, non-clinical and administrative areas.

Lean Six Sigma is a result of two powerful methodologies (Lean and Six Sigma) that have a complementary toolkit. Combining the two techniques with effective team skills has provided vast improvements in many organizations. The fundamental objective of Juran's Lean Six Sigma Healthcare curriculum is to develop a methodology and strategy that enable individuals and organizations to successfully improve processes and reduce variation. At a project level the Lean Six Sigma DMAIC process (Define, Measure, Analyze, Improve, and Control) is an improvement system for existing processes falling below specification and provides methods for obtaining breakthrough improvement. Black Belts are technical specialists assigned full responsibility to implement Lean Six Sigma projects through a business unit, function, or process. They are viewed as initiators of improvement activity, and are full-time on-site project leaders. Lean Six Sigma Upgrade to Black Belt Volume 1 covers advanced statistical tools Black Belts use throughout a Six Sigma Project. Volume 2 covers advanced lean tools and control charting. Lean Six Sigma Green Belt Healthcare is a prerequisite.

This book focuses on the new frontier of applying the Six Sigma discipline to an integrated, enterprise-wide strategy to create measurable capabilities in sustaining top-line growth. This book can be read on two different levels. First, it introduces marketing managers and executives to Six Sigma (at a high level) and suggests a unique approach to applying its concepts to marketing. Second, for those familiar with Six Sigma, this book suggests a unique, flexible combination of tools and techniques tailored for marketing. Regardless of which audience you may find yourself in, we trust that this book contains new thinking and practical recommendations that will yield success. Six Sigma has been successfully applied to engineering and manufacturing. Adding more "science" to the "art" of marketing offers a number of benefits, including project selections aligned with attractive market opportunities, a faster and more accurate product commercialization process, and better cross-functional communication.

Is Lean a fit for your healthcare organization? Various methodologies can be used to help organizations achieve their objectives depending on their criteria: lowest risk of failure, fast to resolution, or lowest cost for deployment. But what

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every organization should consider is which methodology will have the greatest impact. Lean, a systematic approach to understanding and optimizing processes, may be the fit for your organization. Learn more in this new IBM® Redpaper™ publication, *A Guide to Lean Healthcare Workflows*, by Jerry Green and Amy Valentini of Phytel (An IBM Company). The paper delves into the five steps of Lean: Define value from the patient's perspective Map the value stream, and identify issues and constraints Remove waste, and make the value flow without interruption Implement the solution, and allow patients to pull value Maintain the gain, and pursue perfection It describes each step in-depth and includes techniques, example worksheets, and materials that can be used during the overall analysis and implementation process. And it provides insights that are derived from the real-world experience of the authors. This paper is intended to serve as a guide for readers during a process-improvement project and is not necessarily intended to be read end-to-end in one sitting. It is written primarily for clinical practitioners to use as a step-by-step guide to lean out clinical workflows without having to rely on complex statistical hypothesis-testing tools. This guide can also be used by clinical or nonclinical practitioners in non-patient-centered workflows. The steps are based on a universal Lean language that uses industry-standard terms and techniques and, therefore, can be applied to almost any process.

Rev. ed. of: *Quality management in health care* / Donald E. Lighter and Douglas C. Fair. c2004.

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