

Improving Operating Room Turnaround Time With

Praise for *Partners in Health* "The combination of visionary leadership, knowledge, and superb timing makes this book a winner. Health care is evolving toward collaboration and integration, and this book is essential reading for anyone wishing to change the relationships between hospitals and physicians." —Donald W. Fisher, PhD, president and CEO, the American Medical Group Association "This book is a must-read for anyone committed to a high-performance health system. It spells out the practical steps that will move us toward an accessible, coordinated, patient-centered system of care. Its recommendations for payment and regulatory reform underscore the urgency of comprehensive health reform if the current misaligned incentives are to be changed to support those on the frontlines in providing the best care with prudent stewardship of resources." —Karen Davis, PhD, president, The Commonwealth Fund "Closer physician-hospital integration would lead to higher quality care at lower cost. *Partners in Health* is a masterful guide to past integration efforts, current models of success, and thoughtful recommendations for future progress." —Victor R. Fuchs, PhD, Henry J. Kaiser Jr. Professor Emeritus, Stanford University "The working relationship of hospitals and physicians must be restructured for the United States to achieve more efficient, accountable care. But addressing our urgent challenges can't wait for all hospitals and physicians to join highly structured systems. Thankfully, the authors offer steps that all the major stakeholders can take today to spur new models and start the flywheel of trust spinning at new speeds." —Richard Umbdenstock, president and CEO of the American Hospital Association "Transitioning U.S. health care from fragmentation to integration, in the context of a more rational payment system, is sure to be a long and tortuous journey. *Partners in Health* is a kind of Fodor's Guide to the voyage. No one committed to health reform should travel without it." —Susan Dentzer, editor-in-chief, *Health Affairs*

This book teaches the theories and concepts behind surgical quality improvement and explains the skills and traits needed to become a high quality provider. The editors aim to teach and inspire the reader to achieve high quality outcomes and strive for continuous improvement.

Potomac Hospital, a 153 bed community hospital in Prince William County, Woodbridge, VA, endeavored to decrease the Operating Room (OR) turnaround time from over double industry standards to 20 minutes. Performance Improvement teams streamlined operations by focusing on surgical services leadership, patient scheduling and scheduling system upgrade, and other factors affecting OR turnaround time. Turnaround time was measured at three stages, baseline at initial review (Aug 97); Nov 97 during process review, and Mar 98 during initial performance improvement implementation. The data showed that while the goal of 20 minutes turnaround time was not achieved during the seven month time frame, significant increases in the number of cases to achieve 15 - 20 minute turnaround times were attained; however, other turnaround times of over 65 minutes affected the mean significantly. Recognizing that performance improvement efforts are long term, Potomac Hospital leadership has made a commitment to the long term performance improvement efforts with favorable outcomes.

The concept of Quality Management began in the manufacturing sector, but a growing concern with quality in other areas of the economy has led to its wider application in service industries, government, education, and other not-for-profit agencies. A great quantity of material related to quality management has been produced in recent years, much of it by small presses, professional and trade associations, and consultants. The *Quality Management Sourcebook* is the first in-depth, international guide to the most useful material and sources of information. The book begins with the origins of quality management, explains how it evolved, examines its current situation, and explores the future. The book is divided into five main sections: * Introduction: General sources for information * Applications of total quality management * Focus on specific aspects of quality management * Quality in the future * Resource materials The *Quality Management Sourcebook* is an essential reference for everybody involved in either the theory or practice of quality management: in manufacturing, retail, banking, and insurance, the utilities industry, the transportation industry, health, education and other public services. Over 900 citations cover books, journal articles, technical reports, video training materials and software. Each is followed by a descriptive annotation. Resource materials include strategies for locating additional information; training materials; organizations; and consultants. The book concludes with a glossary of quality management terms, a name index, a title index, and a detailed subject index.

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 o

There is an unmet need in both acute and chronic care settings for a comprehensive, clinically focused, fast reference on pain management. Written by high-profile, internationally recognized experts in field, *Pain Treatment for Acute and Chronic Conditions: A Comprehensive Handbook* is one of the first manuals of its kind to provide balanced and comprehensive coverage of pain medicine modalities. The book is structured into sixteen sections with each chapter providing key points for quick reference, followed by a more detailed overview of the topic at hand with extensive tables and figures to illustrate. Beautifully laid out and extensively furnished with both research and experience, this book is a necessary resource in the field of pain medicine.

Close the gap between homework and exam performance with Warren/Reeve/Duchac's *MANAGERIAL ACCOUNTING 13E!* Market-leading *MANAGERIAL ACCOUNTING* has been on the forefront of innovation and change based on the needs of today's teaching and learning environment. Warren/Reeve/Duchac's *MANAGERIAL ACCOUNTING 13e* helps elevate student thinking with content that addresses each stage of the learning process from motivation to mastery. It motivates students to learn, provides practice opportunities to better prepare for exams, and helps students achieve mastery with tools to help them make connections and see the big picture. The Complete Learning System in *MANAGERIAL ACCOUNTING* is built around the way students use textbooks to learn, study and complete homework, allowing them to achieve ultimate success in this course. The most significant changes for this edition involve a greater emphasis on service companies in the managerial accounting chapters. The end goal of Warren/Reeve/Duchac's *MANAGERIAL ACCOUNTING* learning system is to elevate thinking and create more empowered and prepared students--ready to take on the rest of their educational and career goals. Important Notice: Media content referenced within the product description or the product text may not be available in the ebook version.

Practical resource for all healthcare professionals involved in day-to-day management of operating rooms of all sizes and complexity.

Close the gap between homework and exam performance with Warren/Reeve/Duchac's *FINANCIAL AND MANAGERIAL ACCOUNTING 14E!* Market-leading *FINANCIAL AND MANAGERIAL ACCOUNTING* has been on the forefront of innovation and change based on the

needs of today's teaching and learning environment. Warren/Reeve/Duchac's FINANCIAL AND MANAGERIAL ACCOUNTING 14e helps elevate student thinking with content that addresses each stage of the learning process from motivation to mastery. It motivates students to learn, provides practice opportunities to better prepare for exams, and helps students achieve mastery with tools to help them make connections and see the big picture. The Complete Learning System in FINANCIAL AND MANAGERIAL ACCOUNTING is built around the way students use textbooks to learn, study and complete homework, allowing them to achieve ultimate success in this course. Content updates involve the inclusion of the new revenue recognition standard and a greater emphasis on service companies in the managerial accounting chapters. The end goal of Warren/Reeve/Duchac's FINANCIAL AND MANAGERIAL ACCOUNTING learning system is to elevate thinking and create more empowered and prepared students--ready to take on the rest of their educational and career goals. Important Notice: Media content referenced within the product description or the product text may not be available in the ebook version.

It has been almost 20 years since the Institute of Medicine released the seminal report titled, Crossing the Quality Chasm. In it, the IoM identified six domains of care quality (safe, timely, effective, efficient, equitable, and patient-centric) and noted a huge gap between the current state and the desired state. Although this report received a great deal of attention, sadly there has been little progress in these areas. In the U.S., healthcare still has huge disparities, is inefficient, and is fragmented with delays in care that are often unsafe. Most U.S. citizens are expected to suffer from a diagnostic error sometime during their lifetime, not receive a large fraction of recommended care, and pay for one of the most expensive systems in the world. Much has been written about quality improvement over the years but many prominent quality and safety experts. Yet progress has been slow. Some have called on the healthcare professions to look outside of healthcare to other industries using examples in nuclear power and airlines for safety, the hotel and entertainment industry for a 'customer' focus, and the automotive industry, particularly Toyota for efficiency (Lean). This book by Dr. Oppenheim on lean healthcare systems engineering (LHSE) is a fresh approach that brings forth concepts that systems engineers have used in huge national defense projects. What's unique in this book is that these powerful system engineering tools are modified to be able to address smaller sized healthcare problems that still involve similar problems in fragmentation and poor communication and coordination. This book is an invaluable reference for a new powerful process named Lean Healthcare Systems Engineering (LHSE) for managing workflow and care improvement projects in all clinical environments. The book applies to ambulatory clinics and hospitals of all types including operating rooms, emergency departments, and ancillary departments, clinical and imaging laboratories, pharmacies, and population health. The book presents a generic rigorous but not mathematical step-by-step process of integrated healthcare, systems engineering and Lean. The book also contains the first major product created with the LHSE process, namely tabularized summaries of representative projects in healthcare delivery applications, called Lean Enablers for Healthcare Projects. Each full-page enabler table lists the challenges and wastes, powerful improvement goals, risks, and expected benefits, and some useful descriptions of the healthcare system of interest. The book provides user-friendly solutions to major problems in healthcare delivery operations in all clinical environments, addressing fragmentation, wastes, wrong incentives, ad-hoc and stove-piped management, lack of optimized processes, hierarchy gradient, lack of systems thinking, "blaming and shaming culture", burnout of providers and many others. The mutual distrust between Democrats and Republicans seems to have affected every topic of our healthcare system. The focus of conversation circles politics rather than finding innovative solutions to providing the most efficient care at the lowest cost. In Solving the American Healthcare Crisis, Dr. Robert J. Cerfolio, MD, MBA, discusses practical solutions to such problems as providing universal access to healthcare and motivating physicians, patients, and insurance companies alike to invest in preventive care. Dr. Cerfolio asserts that improving our healthcare system is not about supporting the political party we associate with-it's about understanding that there are strengths and weaknesses to what each party proposes, and that the best solution is somewhere in the middle. Dr. Cerfolio demonstrates that we are in fact closer to solutions than many think, because we are beginning to engage in more productive dialogue about the challenges and possibilities of healthcare. In Solving the American Healthcare Crisis, Dr. Cerfolio advances this conversation, bringing us closer to the future of health and wellness in the United States.

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 methodology and mindsets 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 can help reduce 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 improvement, and 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 Graban is also the co-author, with Joe 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. A brand new collection of state-of-the-art insights into transforming healthcare, from world-renowned experts and practitioners... now in a convenient e-format, at a great price! Making American healthcare work: 3 new eBooks get past ideology to deliver real solutions! Even after Obamacare, America's healthcare system is unsustainable and headed towards disaster. These three eBooks offer real solutions, not sterile ideology. In Overhauling America's Healthcare Machine: Stop the Bleeding and Save Trillions, leading healthcare expert and entrepreneur Douglas A. Perednia identifies the breathtaking complexity and specific inefficiencies that are driving the healthcare system towards collapse, and presents a new solution that protects patient and physician freedom, covers everyone, and won't bankrupt America. Perednia shows how to design a far simpler system: one that delivers care to everyone by drawing on the best of both market efficiency and public "universality" — and is backed with detailed logic and objective calculations. Next, in Improving Healthcare Quality and Cost with Six Sigma, four leading experts introduce Six Sigma from the standpoint of the healthcare professional, showing exactly how to implement it successfully in real-world environments. The first 100% hands-on, start-to-finish blueprint for succeeding with Six Sigma in healthcare, this book covers every facet of Six Sigma in healthcare, demonstrating its use through examples and case studies from every area of the hospital: clinical, radiology, surgery, ICU, cardiovascular, laboratories, emergency, trauma, administrative services, staffing, billing, cafeteria, even central supply. Finally, in Reengineering Healthcare: A Manifesto for Radically Rethinking Healthcare Delivery Jim Champy ("Reengineering the Corporation") and Dr. Harry Greenspun show how reengineering methodologies can deliver breakthrough performance and efficiency improvements both within individual healthcare organizations and throughout the entire system, eliminating much of the 40%+ of U.S. healthcare costs now dedicated to administration. They demonstrate how reengineering can refocus investments on aligning quality and providing accessible care for millions more people. From world-renowned healthcare management experts Dr. Doug Perednia, Praveen Gupta, Brett E. Trusko, Carolyn Pexton, H. James Harrington, Jim Champy, and Harry Greenspun, M.D.

The first edition of Robotic Surgery was written only a decade after the introduction of robotic technology. It was the first comprehensive robotic surgery reference and represented the early pioneering look ahead to the future of surgery. Building upon its success, this successor edition serves as a complete multi-specialty sourcebook for robotic surgery. It seeks to explore an in-depth look into surgical robotics and remote technologies leading to the goal of achieving the benefits of traditional surgery with the least disruption to the normal functions of the human body. Written by experts in the field, chapters cover the fundamental principles of robotic surgery and provide clear instruction on their clinical application and long term results. Most notably, one chapter on "The Blueprint for the Establishment of a Successful Robotic Surgery

Program: Lessons from Admiral Hymen R. Rickover and the Nuclear Navy” outlines the many valuable lessons from the transformative change which was brought about by the introduction of nuclear technology into the conventional navy with Safety as the singular goal of the change process. Robotics represents a monumental triumph of surgical technology. Undoubtedly, the safety of the patient will be the ultimate determinant of its success. The second edition of Robotic Surgery aims to erase the artificial boundaries of specialization based on regional anatomy and serves as a comprehensive multispecialty reference for all robot surgeons. It allows them to contemplate crossing boundaries which are historically defined by traditional open surgery.

This book is dedicated to improving healthcare through reducing delays experienced by patients. With an interdisciplinary approach, this new edition, divided into five sections, begins by examining healthcare as an integrated system. Chapter 1 provides a hierarchical model of healthcare, rising from departments, to centers, regions and the “macro system.” A new chapter demonstrates how to use simulation to assess the interaction of system components to achieve performance goals, and Chapter 3 provides hands-on methods for developing process models to identify and remove bottlenecks, and for developing facility plans. Section 2 addresses crowding and the consequences of delay. Two new chapters (4 and 5) focus on delays in emergency departments, and Chapter 6 then examines medical outcomes that result from waits for surgeries. Section 3 concentrates on management of demand. Chapter 7 presents breakthrough strategies that use real-time monitoring systems for continuous improvement. Chapter 8 looks at the patient appointment system, particularly through the approach of advanced access. Chapter 9 concentrates on managing waiting lists for surgeries, and Chapter 10 examines triage outside of emergency departments, with a focus on allied health programs. Section 4 offers analytical tools and models to support analysis of patient flows. Chapter 11 offers techniques for scheduling staff to match patterns in patient demand. Chapter 12 surveys the literature on simulation modeling, which is widely used for both healthcare design and process improvement. Chapter 13 is new and demonstrates the use of process mapping to represent a complex regional trauma system. Chapter 14 provides methods for forecasting demand for healthcare on a region-wide basis. Chapter 15 presents queueing theory as a method for modeling waits in healthcare, and Chapter 16 focuses on rapid delivery of medication in the event of a catastrophic event. Section 5 focuses on achieving change. Chapter 17 provides a diagnostic for assessing the state of a hospital and using the state assessment to select improvement strategies. Chapter 18 demonstrates the importance of optimizing care as patients transition from one care setting to the next. Chapter 19 is new and shows how to implement programs that improve patient satisfaction while also improving flow. Chapter 20 illustrates how to evaluate the overall portfolio of patient diagnostic groups to guide system changes, and Chapter 21 provides project management tools to guide the execution of patient flow projects.

Patient Safety and Healthcare Improvement at a Glance is a timely and thorough overview of healthcare quality written specifically for students and junior doctors and healthcare professionals. It bridges the gap between the practical and the theoretical to ensure the safety and wellbeing of patients. Featuring essential step-by-step guides to interpreting and managing risk, quality improvement within clinical specialties, and practice development, this highly visual textbook offers the best preparation for the increased emphasis on patient safety and quality-driven focus in today's healthcare environment. Healthcare Improvement and Safety at a Glance: • Maps out and follows the World Health Organization Patient Safety curriculum • Draws upon the quality improvement work of the Institute for Healthcare Improvement This practical guide, covering a vital topic of increasing importance in healthcare, provides the first genuine introduction to patient safety and quality improvement grounded in clinical practice.

Basics of Health Care Performance Improvement: A Lean Six Sigma Approach prepares future healthcare administrators to meet the challenges of a changing marketplace through the proven Lean Six Sigma method of quality improvement straightforward principles and procedures that enhance how healthcare organizations operate. With an eye toward meeting consumers increasing demand for value in health care, this new volume provides in-depth information on planning and implementing a Define-Measure-Analyze-Improve-Control (DMAIC) initiative to reduce errors and improve performance in healthcare settings, and serves as an essential reference on the basics of Lean Six Sigma and its application in augmenting the quality of care. Key Features: Lean Six Sigma case studies drawn from the industry; A thorough exploration of DMAIC approach to quality improvement; Discussion questions in every chapter Instructor Resources: Instructor's Manual, PowerPoint Presentations, and a TestBank"

The Second Edition of “Uproot U.S. Healthcare” contains all the original text plus... extras. The book takes a combined medical and management approach to sick healthcare. At the request of several Universities, I added management and strategy tools; study aides; evidence or proofs; and other details that help teachers and students alike. “Uproot U.S. Healthcare” is a self-help guide to fixing our sick healthcare system. The book diagnoses WHY healthcare is sick. Then, it explains that the public and only the Public can fix healthcare. Finally, “Uproot U.S. Healthcare” shows you—the public—HOW to fix healthcare, in your own best interest and that of your family.

Lean Systems: Applications and Case Studies in Manufacturing, Service, and Healthcare details the various Lean techniques and numerous real-world Lean projects drawn from a wide variety of manufacturing, healthcare, and service processes, demonstrating how to apply the Lean philosophy. The book facilitates Lean instruction by supplying interactive case studies that enable readers to apply the various Lean techniques. It provides an in-depth discussion of the Lean tools (i.e., VSM, standard work, 5S, etc.) and several real-world case studies and applications of Lean that have shown significant improvement in meeting customer requirements. The case studies follow the Six Sigma framework of Define, Measure, Analyze, Improve, and Control (DMAIC) structure for process improvement. The authors include detailed descriptions of each Lean tool and examples of how each Lean technique was applied to a wide variety of manufacturing, service, and healthcare processes. These in-depth descriptions and cases studies can be used by industry professionals and academics to learn how to apply Lean. They provide a detailed, step-by-step approach to Lean and demonstrate how to integrate Lean tools for process improvement and to sustain improvements. But more than this, the approach taken in this book gives readers the tools to effectively apply Lean techniques.

Radiology has been transformed by new imaging advances and a greater demand for imaging, along with a much lower tolerance for error as part of the Quality & Safety revolution in healthcare. With a greater emphasis on patient safety and quality in imaging practice, imaging specialists are increasingly charged with ensuring patient safety and demonstrating that everything done for patients in their care meets the highest quality and safety standards. This book offers practical guidance on understanding, creating, and implementing quality management programs in Radiology. Chapters are comprehensive, detailed, and organized into three sections: Core Concepts, Management Concepts, and Educational & Special Concepts. Discussions are applicable to all practice settings: community hospitals, private practice, academic

radiology, and government/military practice, as well as to those preparing for the quality and safety questions on the American Board of Radiology's "Maintenance of Certification" or initial Board Certification Examinations. Bringing together the various elements that comprise the quality and safety agenda for Radiology, this book serves as a thorough roadmap and resource for radiologists, technicians, and radiology managers and administrators.

Today we are on the brink of a much-needed transformative moment for health care. The U.S. health care system is designed to be reactive instead of preventive. The result is diagnoses that are too late and outcomes that are far worse than our level of spending should deliver. In recent years, U.S. life expectancy has been declining. Fundamental to realizing better health, and a more effective health care system, is advancing the disruptive thinking that has spawned innovation in Silicon Valley and throughout the world. That's exactly what Stanford Medicine has done by proposing a new vision for health and health care. In *Discovering Precision Health*, Lloyd Minor and Matthew Rees describe a holistic approach that will set health care on the right track: keep people healthy by preventing disease before it starts and personalize the treatment of individuals precisely, based on their specific profile. With descriptions of the pioneering work undertaken at Stanford Medicine, complemented by fascinating case studies of innovations from entities including the Chan Zuckerberg Biohub, GRAIL, and Impossible Foods, Minor and Rees present a dynamic vision for the future of individual health and health care. You'll see how tools from smartphone technology to genome sequencing to routine blood tests are helping avert illness and promote health. And you'll learn about the promising progress already underway in bringing greater precision to the process of predicting, preventing, and treating a range of conditions, including allergies, mental illness, preterm birth, cancer, stroke, and autism. The book highlights how biomedical advances are dramatically improving our ability to treat and cure complex diseases, while emphasizing the need to devote more attention to social, behavioral, and environmental factors that are often the primary determinants of health. The authors explore thought-provoking topics including: The unlikely role of Google Glass in treating autism How gene editing can advance precision in treating disease What medicine can learn from aviation *Discovering Precision Health* showcases entirely new ways of thinking about health and health care and can help empower us to lead healthier lives.

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.

Both the MIC and the Belgium e-Health Conference share new trends in health informatics and present many timely ideas and practical proposals. They are directed at healthcare professionals who lead the transformation of healthcare by using information and knowledge. This combined proceedings describes a follow up of research projects and the development of standards for "e-Health in Belgium and in the Netherlands". It covers topical subjects such as nursing and care process, the electronic patient record and knowledge bases, as well as ICT assessment.

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" or "change for the better," is a core pillar of the Lean strategy for today's best healthcare organizations. Kaizen is a powerful approach for creating a continuously learning and continuously improving organizations. A Kaizen culture leads to everyday actions that improve patient care and create better workplaces, while improving the organization's long-term bottom line. The *Executive Guide to Healthcare Kaizen* is the perfect introduction to executives and leaders who want to create and support this culture of continuous improvement. The *Executive Guide to Healthcare Kaizen* is an introduction to kaizen principles and an overview of the leadership behaviors and mindsets required to create a kaizen culture or a culture of continuous improvement. The book is specifically written for busy C-level executives, vice presidents, directors, and managers who need to understand the power of this methodology. The *Executive Guide to Healthcare Kaizen* shares real and practical examples and stories from leading healthcare organizations, including Franciscan St. Francis Health System, located in Indiana. Franciscan St. Francis' employees and physicians have implemented and documented 4,000 Kaizen improvements each of the last three years, resulting in millions of dollars in hard savings and softer benefits for patients and staff. Chapters cover topics such as the need for Kaizen, different types of Kaizen (including Rapid Improvement Events and daily Kaizen), creating a Kaizen culture, practical methods for facilitating Kaizen improvements, the role of senior leaders and other leaders in Kaizen, and creating an organization-wide Kaizen program. The book contains a new introduction by Gary Kaplan, MD, CEO of Virginia Mason Medical Center in Seattle, Washington, which was named "Hospital of the Decade" in 2012. The *Executive Guide to Healthcare Kaizen* is a companion book to the larger book *Healthcare Kaizen: Engaging Front-Line Staff in Sustainable Continuous Improvements* (2012). *Healthcare Kaizen* is a longer, more complete "how to" guide that includes over 200 full color

images, including over 100 real kaizen examples from various health systems around the world. Healthcare Kaizen was named a recipient of the prestigious Shingo Professional Publication and Research Award. Check out what the experts at the Franciscan St. Francis Health System have to say about Healthcare Kaizen.

<http://www.youtube.com/watch?v=XcGmP5gLEPo&feature=c4-overview&list=UU7jiTxn4nkMzOE5eTbf0Upw>

"In Hospital Operations, two leading Operations Management experts and five practicing clinicians demonstrate how to apply new OM advances and metrics to substantially improve any hospital's performance. Replete with examples, Hospital Operations shows how to generate principles-driven breakthrough ideas to systematically improve emergency departments, operating rooms, nursing units, and diagnostic units." -- Back cover

As health care organization leaders use data more consistently in decision making, it is important they understand the quantitative methods that help convert data to information. Quantitative Methods in Health Care Management provides important insights into the various quantitative methods, detailing many different problems and their solutions. It contains numerous helpful exhibits and graphics that explain and demonstrate the methods presented. It also provides a readable narrative for the manager who wants a high-level refresher on quantitative methods."

This book provides a comprehensive study of the science behind improving team performance in the delivery of clinical care.

This book explores the many recent advances in the application of quality improvement approaches in the healthcare industry. It includes a discussion of the underlying forces for change in healthcare organizations, issues relating to statistical analysis and management of healthcare information, as well as comprehensive sections on lean and six sigma applications in health care. This text is excellent as a stand alone text or as a supplement to the first text by Lighter and Fair, Quality Management in Health Care, which offers an introduction to the basics of quality improvement for healthcare professionals.

A practical manual that focuses on theatre efficiency and time measurement, providing scheduling toolkits and problem solving approaches. The clinical practice of anesthesia has undergone many advances in the past few years, making this the perfect time for a new state-of-the-art anesthesia textbook for practitioners and trainees. The goal of this book is to provide a modern, clinically focused textbook giving rapid access to comprehensive, succinct knowledge from experts in the field. All clinical topics of relevance to anesthesiology are organized into 29 sections consisting of more than 180 chapters. The print version contains 166 chapters that cover all of the essential clinical topics, while an additional 17 chapters on subjects of interest to the more advanced practitioner can be freely accessed at www.cambridge.org/vacanti. Newer techniques such as ultrasound nerve blocks, robotic surgery and transesophageal echocardiography are included, and numerous illustrations and tables assist the reader in rapidly assimilating key information. This authoritative text is edited by distinguished Harvard Medical School faculty, with contributors from many of the leading academic anesthesiology departments in the United States and an introduction from Dr S. R. Mallampati. This book is your essential companion when preparing for board review and recertification exams and in your daily clinical practice.

This new edition provides a comprehensive overview of procedures for the gastrointestinal tract. The volume describes the indications, contraindications, and precise method of a procedure, under normal anatomical conditions and when the gastrointestinal tract is surgically altered. In addition to revised chapters from the previous edition, the latest edition features new chapters that cover such topics as endoscopic accessories, cleaning and disinfecting gastrointestinal endoscopes, tissue sampling, removal of foreign bodies, and confocal endoscopy and robotic endoscopy. Each chapter is also accompanied by photographs, diagrams, tables, and algorithms to precisely and easily display complex information. Written by leading authorities from around the globe, Diagnostic and Therapeutic Procedures in Gastroenterology: An Illustrated Guide, Second Edition is a valuable resource for gastroenterologists, primary care physicians, and gastroenterology fellows in training who treat and manage patients with gastrointestinal disorders.

In no industry is the concept of quality more essential than it is in healthcare, which is why the lean quality principles learned through the example of the Toyota Production System are so applicable. Two fundamental principles of Toyota's push for excellence are especially relevant to healthcare: ensuring quality at every step and keeping improvement processes simple enough that they are viable, reproducible, and teachable. Developed with the input of more than 60 healthcare organizations, Value Stream Mapping for Healthcare Made Easy introduces healthcare managers to the essential method developed by Toyota known as the Value Stream Map (VSM). The first half of the book provides an introduction to VSMs that shows healthcare workers at all levels how to look at any process with eyes that probe all the value-added and non-value-added activities in the delivery of a requested service or product. This will allow all stakeholders the opportunity to evaluate, create, and communicate innovation in their workplace. The second half reviews real value stream maps at real healthcare facilities created by teams of administrators, managers, physicians, and staff members. Most participants were not experienced with lean thinking and for many this was their first engagement with lean methods. What becomes clear through these examples is the importance of initiating realistic improvements that can quickly demonstrate successful change and encourage even more problem solving. This ability to be involved with creating a better way to work has been exceptionally well received by workers both at Toyota and now throughout the healthcare industry. Lean thinking involves employees in improving work that is meaningful to them, at a level where they can see and appreciate the changes they have participated in creating. This satisfaction is essential to retaining good workers, as well as to the everyday improvement of safety, patient satisfaction, and affordability. VSM is a proven high-level view tool that can be used in every aspect of healthcare to identify, understand, and improve processes. Information included illustrates the simplicity and completeness of the tool and describes its applications to staff communication, regulatory documentation, and activities of daily work. The book also highlights simple-to-use data collection and interpretation as part of the VSM process.

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 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 provides a set of detailed instructions to help you construct your departmental, divisional, or organizational functional tree structure (FTS) and work towards world-class service. Preparing for Continuous Quality Improvement for Healthcare: Sustainability through Functional

Tree Structures outlines a method that will enable your organization to set a stable base for future improvements that are sustainable and create breakthrough improvements in service, quality, and costs. More importantly, the FTS method outlined in the book will provide you with the tools to build processes tailored to your customers' specifications and standards. It will enable you to improve your department, division, and entire organization and edge ahead of your competition. The book explains why organizations steeped in process improvement need to re-evaluate and re-establish their procedures—especially if initial outcomes have not met expectations. Illustrating key concepts with examples, case studies, and flow charts, it provides you with a clear understanding of organizational functional structure and how to document current organizational and departmental functional tree structures. Describing how to identify a department's functional deficits, shortcomings, and waste, it explains how to select the best course of action for your organization. After reading this book, you will be able to create a pictorial representation of your organization's current functional structure and select the best course of action for achieving sustainable advancements in service, quality, and costs. The book will help to convert your managers from a people-management mentality to one of process management—transforming leaders to educators and not guards.

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

In real-life scenarios, service management involves complex decision-making processes usually affected by random or stochastic variables. Under such uncertain conditions, the development and use of robust and flexible strategies, algorithms, and methods can provide the quantitative information necessary to make better business decisions. Decision Making in Service Industries: A Practical Approach explores the challenges that must be faced to provide intelligent strategies for efficient management and decision making that will increase your organization's competitiveness and profitability. The book provides insight and understanding into practical and methodological issues related to decision-making processes under uncertainty in service industries. It examines current and future trends regarding how these decision-making processes can be efficiently performed for better design of service systems by using probabilistic algorithms as well as hybrid and simulation-based approaches. Traditionally, many quantitative tools have been developed to make decisions in production companies. This book explores how to use these tools for making decisions inside service industries. Thus, the authors tackle strategic, tactical, and operational problems in service companies with the help of suitable quantitative models such as heuristic and metaheuristic algorithms, simulation, or queuing theory. Generally speaking, decision making is a hard task in business fields. Making the issue more complex, most service companies' problems are related to the uncertainty of the service demand. This book sheds light on these types of decision problems. It provides studies that demonstrate the suitability of quantitative methods to make the right decisions. Consequently, this book presents the business analytics needed to make strategic decisions in service industries.

This book focuses exclusively on the surgical patient and on the perioperative environment with its unique socio-technical and cultural issues. It covers preoperative, intraoperative, and postoperative processes and decision making and explores both sharp-end and latent factors contributing to harm and poor quality outcomes. It is intended to be a resource for all healthcare practitioners that interact with the surgical patient. This book provides a framework for understanding and addressing many of the organizational, technical, and cultural aspects of care to one of the most vulnerable patients in the system, the surgical patient. The first section presents foundational principles of safety science and related social science. The second exposes barriers to achieving optimal surgical outcomes and details the various errors and events that occur in the perioperative environment. The third section contains prescriptive and proactive tools and ways to eliminate errors and harm. The final section focuses on developing continuous quality improvement programs with an emphasis on safety and reliability. Surgical Patient Care: Improving Safety, Quality and Value targets an international audience which includes all hospital, ambulatory and clinic-based operating room personnel as well as healthcare administrators and managers, directors of risk management and patient safety, health services researchers, and individuals in higher education in the health professions. It is intended to provide both fundamental knowledge and practical information for those at the front line of patient care. The increasing interest in patient safety worldwide makes this a timely global topic. As such, the content is written for an international audience and contains materials from leading international authors who have implemented many successful programs.

Performance Improvement in Health Care Organizations reviews the literature on this important topic and presents a framework that synthesizes the factors associated with successful transformational performance improvement. The model - the Model of Transformational Performance Improvement (TPI) - comprises six key components: (1) determining and communicating a system-level goal, (2) developing and using system-level measures of performance, (3) understanding and managing interdependencies, (4) selecting a portfolio of projects aligned with system-level goals, (5) creating an engine for improvement, and (6) implementing, spreading, and sustaining improvements. Performance Improvement in Health Care Organizations is intended for two audiences: operations management scholars who conduct research on or teach about improvement in health care organizations and clinicians and health care leaders with knowledge about operations management techniques that can be leveraged to improve performance. Section 1 provides an overview of the U.S. health care system, discusses the need for a health care specific framework for improvement, and introduces key operations management concepts relevant for performance improvement. Section 2 presents the Model of Transformational Performance Improvement. The authors also review other models for improvement and compare them to the TPI model. Sections 3 through 8 presents each of the six key components of the model and draws on case studies and empirical research to explain the components in more depth and provide examples of their implementation. Each component is also linked to relevant operations management literature streams. Section 9 examines common barriers to performance improvement that can be avoided by applying the framework and the operations management principles outlined in this monograph. Finally, Sections 10 and 11 provide ideas for future research and offer a conclusion.

[Copyright: 4fe44f0b5f8cb9a25287b0c746b34589](https://www.pdfdrive.com/improving-operating-room-turnaround-time-with-tree-structures-p123456789.html)