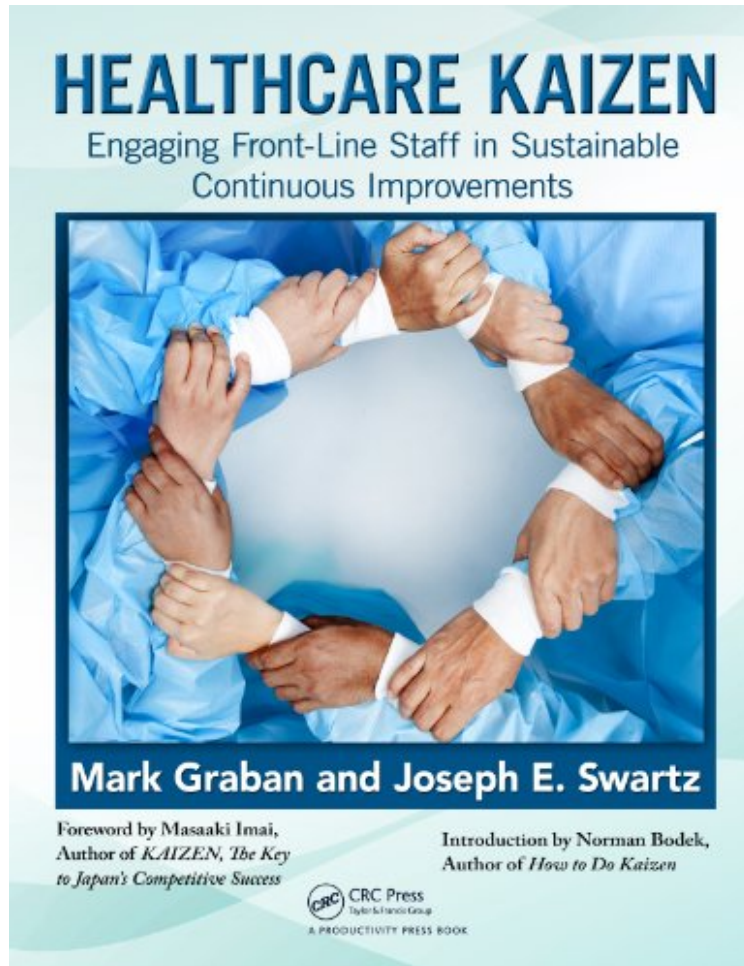


# Healthcare Kaizen: Engaging Front-Line Staff in Sustainable Continuous Improvements

Mark Graban, Joseph E. Swartz  
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**Mark Graban, Joseph E. Swartz : Healthcare Kaizen: Engaging Front-Line Staff in Sustainable Continuous Improvements** before purchasing it in order to gauge whether or not it would be worth my time, and all praised Healthcare Kaizen: Engaging Front-Line Staff in Sustainable Continuous Improvements:

0 of 0 people found the following review helpful. Great practitioner handbook - a must read By Jonathan As an early lean learner (3 years into my learning and practicing journey), I very much resonate with Mark's approach and truly appreciate his shared lean healthcare learnings in all his books. Mark's pragmatic methods/teachings simplify the core concepts making them easier to apply/practice. In addition, his people-centric focus (both patient and employee) is both refreshing and respectful as well as motivating for me to continue to do this work. I work in a large healthcare system that launched a system-wide lean transformation effort that primarily led improvement work through the Value Stream and RIE structure. Reading through the Healthcare Kaizen book was eye-opening. This is exactly what was

missing from our overall approach and I can't wait to implement immediately. 1 of 1 people found the following review helpful. Must Read By Bob W.. A truly excellent book for anyone involved in lean improvements, not just for those in healthcare. Healthcare Kaizen covers; What is Kaizen? How do you implement and change a culture? What are the lessons learned for continuous improvement? Topics are organized and covered clearly and thoroughly. Much of the focus was on leadership, which is crucial in any lean environment. I think my favorite part of the book was all of the Kaizen examples. They range from the very simple to the more complex. Unlike many contemporary books on lean and Kaizen, I never felt I was reading a "textbook". So many times I found myself saying, "We have that same problem in manufacturing." One final note on the last chapter, Kaizen at Home. It is funny how once people feel the power of Kaizen they wanted to be part of their entire life. 2 of 2 people found the following review helpful. Excellent tool and excellent lean thinking By Marlon The force of Lean lies in the thinking that informs the continuous improvement process. It is easy to become caught up in the tools set of Lean, especially when one mixes in six sigma. Yet, Mark Graban's book powerfully and clearly brings the reader (looking to bring Lean into Healthcare) to a place where they "see" with Lean eyes and can implement changes with appropriate tools. I say appropriate tools because this book does not make the mistake of simply laying out a pre set tool kit. To be sure all the regulars are there. Presented in a functional manner with many real examples (and templates in the Kindle version!). The context of Lean thinking is never lost, however. Mr. Graban teaches how to apply Lean thinking and that generates the tool set...and allows for innovation and adaptation of the tool sets. This is why the book is such an asset in driving a continuous improvement process and creates real and sustainable change. It changes the thinking and culture with practical application and empowered innovation. Buy it, read it, use it and share it...and grow with your team and organization. Enjoy.

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.

Mark Graban is one of the most respected voices in the Lean world. He is the founder and driving force behind Lean Blog, (<http://www.leanblog.org/blog/>) a vibrant site he continuously updates with compelling information and analysis about lean in health care. Mark's new book, *Healthcare Kaizen: Engaging Front-Line Staff in Sustainable Continuous Improvements* (co-authored with Joseph E. Swartz), is a must read for anyone on a Lean journey. At Virginia Mason, the concept of kaizen, which Mark and Joe write about so well in the new book, is ingrained in the organization's cultural DNA. The real goal of Lean in health care, they write, is cultural transformation. This is an essential insight. At Virginia Mason, the work of adapting the Toyota Production System to health care in the form of the Virginia Mason Production System has cultural transformation at its core. This sort of change is anything but easy. Culture, as the saying goes, tends to eat strategy for lunch. But cultural change is transformative. Mark and Joe understand the patience required to do this work well. They recognize the power of the sort of continuous incremental improvement at the heart of the Toyota Production System. The book is highly detailed and includes helpful discussion questions at the end of each chapter. Virginia Mason Medical Center Blog, Could this new book help drive your Lean journey? Read the full review at: <http://virginiamasonblog.org/2012/09/05/could-this-new-book-help-drive-your-lean-journey/> I hope you will discover, as we have, the incredible creativity that can be derived by engaging and supporting each and every employee in improvements that they themselves lead. Robert (Bob) J. Brody, CEO, Franciscan St. Francis Health Front line staff must know, understand, embrace and drive Kaizen and its tools to achieve incremental and continuous improvements. This book will help health care organizations around the world begin and advance their journey. Gary Kaplan, MD, FACP, FACMPE, FACPE, Chairman and CEO, Virginia Mason Medical Center, and Chairman of the Board, Institute for Healthcare Improvement Healthcare leaders need to read this book to understand that their management role must radically change to one of supporting daily kaizen if quality safety and cost are to improve in healthcare. John Toussaint, MD, CEO, ThedaCare Center for Healthcare Value The healthcare industry is in the midst of truly fundamental change, and those organizations that engage their front line staff will be well positioned to thrive in a post-reform environment. Brett D. Lee, PhD, FACHE, Senior Vice President, Health System Operations, Children's Healthcare of Atlanta Healthcare Kaizen is a practical guide for healthcare leaders aspiring to engage frontline staff in true continuous improvement. Graban and Swartz skillfully illustrate how to foster and support daily continuous improvement in health care settings. John E. Billi, MD, Associate Vice President for Medical Affairs, University of Michigan I hope everyone reads this book and recommits to the fundamentals of Lean, particularly the involvement of frontline staff in process redesign. Fred Slunecka, Chief Operating Officer, Avera Health Kaizen has marvelously engaged so many of our staff and enabled them to improve the world around them to the benefit of staff, patients and community. Paul Strange, MD, Corporate VP of Quality, Franciscan Alliance Mark Graban and Joseph Swartz present a clear pathway for successful Lean practice in Healthcare Kaizen. This should be on every healthcare systems reading list. David Munch, MD, Senior

Vice President and Chief Clinical Officer, Healthcare Performance Partners Mark and Joe provide real-life examples of how those who do the work provide ideas for small changes that add up to BIG results. Healthcare Kaizen is a must for leaders whose focus is the patient and how to effectively and efficiently deliver quality and safety with improved outcomes.

—Betty Brown, MBA MSN RN CPHQ FNAHQ, President, National Association for Healthcare Quality

Using examples from Franciscan Health and other forward-thinking medical groups, the book contains valuable strategies for organization-wide cultural transformation to create a more efficient, patient-centered healthcare system dedicated to continuous quality improvement.

—Donald W. Fisher, Ph.D., President and CEO, American Medical Group Association

This inspirational book is packed with examples and is informed by the authors' years of experience on the "front-lines"; themselves, helping leading healthcare organizations around the world to build successful kaizen programs.

—Alan G. Robinson, PhD, Professor, Isenberg School of Management, University of Massachusetts; and Author of *Ideas Are Free: How the Idea Revolution Is Liberating People and Transforming Organizations*

At Beth Israel Deaconess Medical Center, everybody improving every day is a critical aspect of our Lean and quality improvement efforts. Healthcare Kaizen, is full of relatable examples as well as practical ideas that will inspire staff, clinicians and leaders at all levels.

—Alice Lee, Vice President, Business Transformation, Beth Israel Deaconess Medical Center

In Healthcare Kaizen, Mark and Joe remind us of the great power of daily problem solving. The story of Franciscan St. Francis Health is compelling, where leaders created the opportunity for great people at the frontline making great improvements for patient care.

—Michel Teacute;treault, MD, President and CEO, Bruce Roe, MD, Chief Medical Officer, St. Boniface Hospital, Winnipeg, Canada

I have learned that respect for the people who work for you is key to any transformation. Mark Graban and Joseph Swartz do a great job of capturing this truth in their book.

—Patrick Anderson, Executive Director, Chugachmiut, Anchorage, Alaska

The vision of a world in which our healthcare institutions operate with a universal discipline of relentless, patient-centered improvement remains a vitally important yet distant dream. In Healthcare Kaizen, Mark Graban and Joseph Swartz illustrate just how to make that dream a reality.

—Matthew E. May, Author of *The Elegant Solution* and *The Laws of Subtraction*

The philosophy, tools and techniques discussed in the book work, and work well, in any environment. We in healthcare must improve; we owe it to our patients and communities; and Mark and Joe are helping to show us the way.

—Dean Bliss, Lean Improvement Advisor, Iowa Healthcare Collaborative

What Mark Graban and Joseph Swartz have done in Healthcare Kaizen is to bring hope and light to a part of our society that is facing increasing challenges. Healthcare Kaizen will be a reference on the subject for many years to come.

—Jon Miller, CEO, Kaizen Institute

Hopefully this book will become a blueprint for healthcare organizations everywhere that truly want to be great!

—Jeffrey Liker, Professor of Industrial and Operations Engineering, University of Michigan; and Shingo Prize-Winning Author of *The Toyota Way*

Fixing health care may be our generation's great test. We'll need to engage all the good people who currently work in broken systems. Mark and Joe have helped to show us how.

—Pascal Dennis, Lean Pathways, Inc., Author, *The Remedy*

and Andy Me Graban and Swartz present the kaizen philosophy in the most accessible way I've seen yet. THIS is the missing link in healthcare reform.

—Karen Martin, Author of *The Outstanding Organization* and *The Kaizen Event Planner*

In this new book, Graban and Swartz offer a new and innovative approach towards improving the healthcare delivery system. Unlike previous attempts by too many others, the book introduces the reader to the concept of "Kaizen", often described as the source of Toyota's transformation into an auto giant, acclaimed worldwide for its quality and service. The timing for the publication could not be better.

—Focusing on "Kaizen Theory", the book is illustratively rich in theory and applications. The reader is introduced to concepts, tools, and exercises that foster creativity and innovation. Graban and Swartz present vivid examples to illustrate visibility, participation and accountability. Every reader will find great value in this publication. In closing, we look forward to their next book.

—Miguel Burbano and Whitney Churchill, writing on [www.neenan.com](http://www.neenan.com)

About the Author Mark Graban is an internationally-recognized expert in the field of "Lean Healthcare," as a consultant, author, keynote speaker, and blogger. He is the author of *Lean Hospitals: Improving Quality, Patient Safety, and Employee Engagement* (2nd edition). Mark has worked as a consultant and coach to healthcare organizations throughout North America and Europe. He was formerly a senior fellow with the Lean Enterprise Institute and continues to serve as a faculty member. Mark is also the Chief Improvement Officer for KaiNexus, a startup software company that helps healthcare organizations manage continuous improvement efforts. Mark earned a BS in Industrial Engineering from Northwestern University and an MS in Mechanical Engineering and an MBA from the MIT Sloan Leaders for Global Operations Program. Visit his website at [MarkGraban.com](http://MarkGraban.com) and his blog at [LeanBlog.org](http://LeanBlog.org).

Joseph E. Swartz is the Director of Business Transformation for Franciscan St. Francis Health of Indianapolis, IN. He has been leading continuous improvement efforts for 18 years, including 7 years in healthcare, and has led more than 200 Lean and Six Sigma improvement projects. Joseph is the co-author of *Seeing David in the Stone* and was previously an instructor at the University of Wisconsin. Joseph earned an MS in Management from Purdue University as a Krannert Scholar for academic excellence.