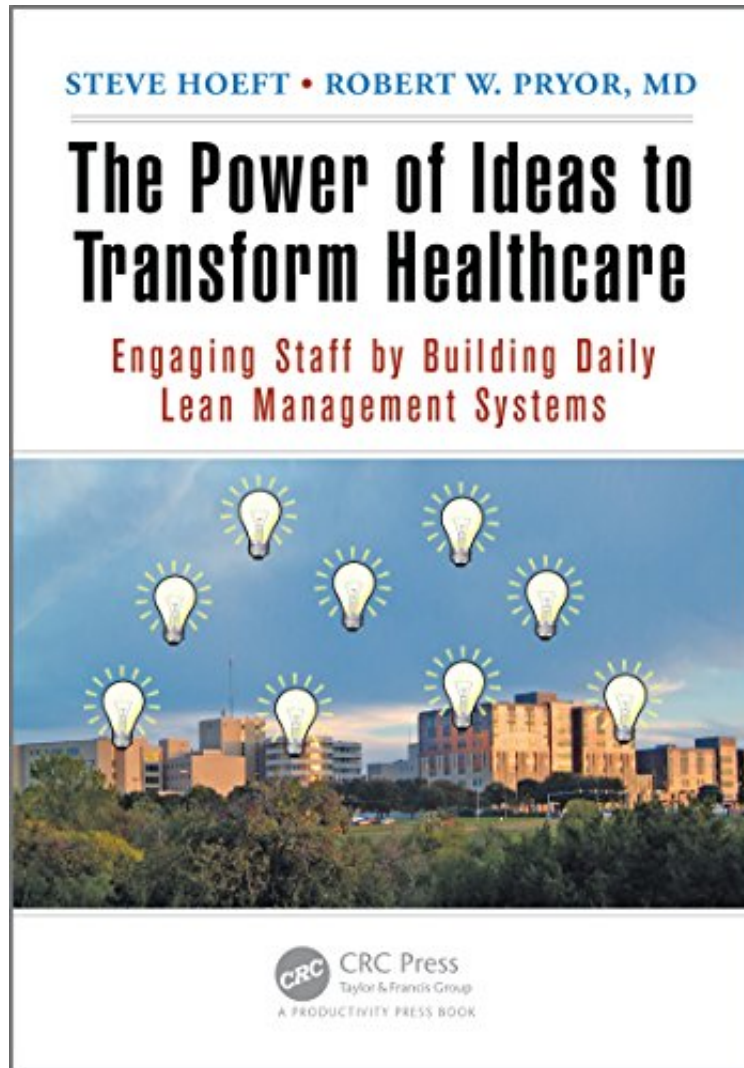


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The Power of Ideas to Transform Healthcare: Engaging Staff by Building Daily Lean Management Systems

Steve Hoeft, MD, Robert W. Pryor

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Steve Hoeft, MD, Robert W. Pryor : The Power of Ideas to Transform Healthcare: Engaging Staff by Building Daily Lean Management Systems before purchasing it in order to gage whether or not it would be worth my time, and all praised The Power of Ideas to Transform Healthcare: Engaging Staff by Building Daily Lean Management Systems:

Many companies conduct Lean training and projects, but few have tapped the wealth of ideas in the minds of their staff like Baylor Scott White Health. This book documents the path Steve Hoelt and Robert Pryor created at Baylor Scott White Health and shares what worked as well as what didn't—illustrating over seven years of successes and failures in detail. Providing easy-to-follow guidance for deploying Lean and TPS in healthcare, *The Power of Ideas to Transform Healthcare* focuses on what needs to be done and who needs to do it. It explains that the new "currency" for 2015 and beyond will be ideas—ideas brought out in projects, problem solving, and especially in "Huddles." The most significant concept in this book is not huddles. Instead it's who builds the systems around them and why. Supplies the understanding required to build a Lean management system in any industry. Explains how to align staff around common goals and cascade and translate those goals using Hoshin Kanri. Demonstrates how daily Lean can reduce the cost of healthcare. The authors share hundreds of pictures, forms, tools, and tips. Describing how to engage all staff and draw out their ideas in daily huddles, the book offers ways that staff can try out their ideas without spending too much time away from their work. Although the book focuses on healthcare, the management systems described, along with the lessons learned and best practices, will work in almost any industry.

The joint wisdom and experience of Hoelt/Pryor makes this book both fun to read and a great resource for organization leaders and internal consultants tasked with improving processes. While the fit for healthcare is obvious, the practices they have so succinctly described will benefit any workplace. Cindy Jimmerson, Author and Founder of Lean Healthcare West. Lean healthcare has become a buzzword and as such often gets mired in the bureaucracy of ineffective programs. Steve and Bob give us deep insight into the philosophy and thinking essential to making Lean healthcare a way of putting innovative ideas to work to achieve breakthrough performance for patients, team members, and the institution. Jeffrey K. Liker, Ph.D., Shingo Prize-Winning Author of *The Toyota Way*. This book is built upon rock-solid foundations, bringing the daily Lean management system to life through their stories and examples. Hoelt and Pryor colorfully demonstrate how staff ideas and a broader Lean management system greatly benefit patients, staff, physicians, and the health system. Lean is not just a set of tools or a series of projects, and this book is full of inspiration and practical advice for everybody who needs to participate actively in a Lean transformation, starting with the CEO and other senior leaders. This is a must-read. Mark Graban, Shingo Prize-Winning Author of *Lean Hospitals* and Co-Author of *Healthcare Kaizen*... The Scott White system, at the time this book was written, counted 2,000 implemented ideas for improvement from employees per week from their 16,000 employees, this in an environment that included recent budget and staff cuts. That number is unheard of in my experience outside of a few high volume, low variety automotive manufacturers, mainly Toyota and some of its suppliers. That level of employee engagement is for me the sine qua non of a successful Lean implementation supported by a robust Lean management system. ... Steve Hoelt is a teacher and coach with firsthand experience in Toyota's thinking and approach. Pryor knew the direction he wanted to go: sustained high levels of employee engagement in improving SW's performance. Together, they developed an approach to move in that direction. Either would tell you they're far from done. But the distance they've traversed and the progress they've made stands as a significant achievement, chronicled in the pages that follow ... This book documents the path the authors created at Scott White ... It's a systematic approach, and it's working.... It entails taking leaders through a process wherein they persuade themselves of the value of sharing, with front-line staffers, their managerial discretion to define problems worth working on. When that happens, it holds the promise to improve the entire organization's performance in ways others will find difficult to duplicate. The goal is worthy, the journey is worth making. David Mann, Ph.D., Shingo Prize-Winning Author of *Creating a Lean Culture*, Third Edition. *The Power of Ideas to Transform Healthcare* is an invaluable tool for any organization seeking to align their objectives from the system level to the front line and that should be all organizations. In it, Hoelt and Pryor describe a practical approach to developing a culture of continuous improvement by engaging employees in problem-solving and developing a management system to support it at all levels. Chris Van Gorder, FACHE, President and Chief Executive Officer, Scripps Health. The pursuit of Lean thinking is not a top down process, it is a way of allowing everyone to do what is best for the patient in the most effective and efficient manner. Bob and Steve's book gives great insight on how this is done in healthcare. C. Courtland Huber, Ph.D., Past Director of the Executive M.B.A. Program at the McCombs School of Business, University of Texas at Austin