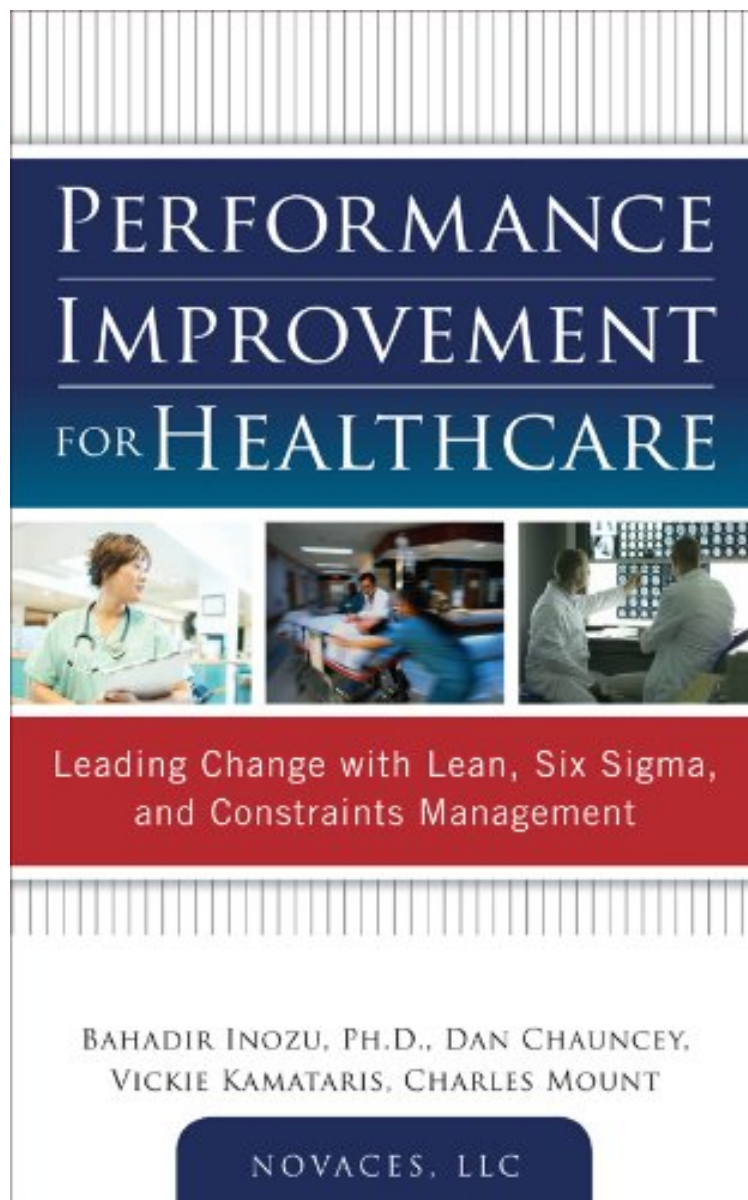


(Read free) Performance Improvement for Healthcare: Leading Change with Lean, Six Sigma, and Constraints Management

Performance Improvement for Healthcare: Leading Change with Lean, Six Sigma, and Constraints Management

*Bahadir Inozu, Dan Chauncey, Vickie Kamataris, Charles Mount, LLC NOVACES
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Bahadir Inozu, Dan Chauncey, Vickie Kamataris, Charles Mount, LLC NOVACES : Performance Improvement for Healthcare: Leading Change with Lean, Six Sigma, and Constraints Management before purchasing it in order to gauge whether or not it would be worth my time, and all praised Performance Improvement for Healthcare: Leading Change with Lean, Six Sigma, and Constraints Management:

5 of 5 people found the following review helpful. If you are a medical professional interested in improving, read this book! By Charlene Spoede Budd Because I have relatives in the medical field (and have written on lean, six sigma, and constraints management), I read this book so I would know if I should recommend it. The answer is YES - read this book before you begin to implement ANY improvement process; it will save you time, money, and agony. Previous reviews have highlighted how the authors skillfully weave the three most popular improvement methodologies together and tell you when and how each should be applied. I agree wholeheartedly with their assessments. What they did not mention is the positive attitude the authors apply to current operations (no finger pointing, "you should have known better", etc.) They simply state prevalent current practice with incredible understanding and then suggest a way to achieve much better results. (As an accounting educator, I especially appreciate their understanding of GAAP and GASB, and the difference between external reporting and an internal decision support system.) The breadth of coverage of this book, along with its detailed and clear explanations, examples and cases, is incredible. Even TRIZ (Theory of Inventive Problem Solving), a methodology to analyze and solve particularly incorrigible problems, is introduced. Despite the broad and detailed coverage, the book reads quickly. However, because the material is exciting, I found it best not to read in bed at night.

0 of 0 people found the following review helpful. Four Stars By Temi Excellent book. 25 of 27 people found the following review helpful. Performance Improvement for Healthcare By Tamer Acikalin The book, Performance Improvement for Healthcare, by Bahadir Inozu et al., principles at NOVACES, LLC, explains how healthcare administrators can manage their companies by using contemporary management concepts of Lean, Six Sigma and Constraints Management. These concepts all have been around for a long time, employed widely in other economic sectors and to some degree in healthcare. The book teaches how to appropriately combine these methods in an important sector of the economy. Healthcare still exhibits features of a cottage industry in the area of management, even while utilizing the most advanced technologies in patient care. Disproportionally increasing Healthcare expenses compared to the other expenses continue to be major concern for executives in government and private industry. Contemporary economy dictates efficiencies in every area and healthcare is not immune from it. Thus conditions are setting up a conflict-laden environment between payors and healthcare delivery apparatus. This book starts with a premise that good business and good patient care are paired. Good management will translate into more efficient and better healthcare delivery for the patients. The system is likely to fail everyone starting with the patient if one or another is not administered efficiently and effectively. The book starts with basic terminology. This is important and shows good insight by the authors because many healthcare administrators come from professional backgrounds who may have ascended from a technical pathway rather than a management pathway to their current position. The book proceeds with examples of thinking process, buffer management and supply chain logistics to demonstrate how one can increase the throughput even in the face of adverse payor conditions and turn a profit. The book brings clarity to the operations and helps avoid artificial constraints for a more profitable organization. Critical role of the structured Performance Improvement is emphasized, which formalizes management's traditional role of planning, organizing and controlling. This book should reside on every healthcare administrator's desk regardless of their position. The future will present tremendous challenges to healthcare institutions and people who run them. An executive administrator needs to know and understand the concepts explained in this book to be able to steer their organizations through the treacherous waters of the current economy. Failure will mean replacement. The subject matter of Lean, Six Sigma and Constraints Management will be thought of more extensively in Master of Healthcare Management programs, and the more competent and younger graduates will push their way upward and dislodge any middle or upper manager who fails to learn, understand and employ these modern management techniques in an ever shortening horizon. Tamer Acikalin, M.D, MBA

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 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 System CPI--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

About the Author Bahadır Inozu, Ph.D., is a Founding Partner and the Chief Executive Officer of NOVACES, LLC, a leading provider of continuous process improvement consulting and training services. He is a Lean Six Sigma Master Black Belt and a Theory of Constraints Jonah. Dr. Inozu has been teaching undergraduate, graduate, and adult education courses on Process Improvement, Lean, Six Sigma, Reliability and Maintenance Management, Marine Engineering, and Executive Leader Training courses on CPI for over 20 years. Dan Chauncey is the Director of Deployment Services for NOVACES where he has served as the technical program manager for the deployment of CPI across patient care in the U.S. Navy Medical Enterprise. He also leads a team of five Master Black Belts embedded at mid-level commands across the Navy and led the CPI Deployment at United Health Services. Vickie Kamataris is the Director of Commercial Healthcare Services for NOVACES. She is a registered nurse with more than twenty years of clinical experience, Vickie earned her BSN from Southwestern College where she graduated Valedictorian in 1988. She has achieved multiple specialty certifications including CPHQ and is a Lean Six Sigma Master Black Belt. As a NOVACES Master Black Belt for healthcare, Vickie provides Lean Six Sigma expertise and leadership to develop and guide Lean Six Sigma deployment strategies, develop and deliver training, lead complex, enterprise-level projects and events, and mentor Black Belt and Master Black Belt candidates. In her role as Quality Leader for General Electric Corporate Healthcare and Medical Programs, Vickie developed and deployed a balanced scorecard across GE's network of more than 240 clinics in 34 nations. She led multi-disciplinary, cross-functional global teams to improve mean performance related to cost/productivity, compliance, and medical quality indicators and led key global initiatives including implementation of an electronic health record, emergency medical response, travel medicine, health promotion and wellness, medical surveillance assurance, disability case management, and development of clinical protocol. She has extensive experience as an educator, serving as hospital education coordinator and adjunct faculty in the Biology department at Cowley College. She has presented at national and international venues and authored journal articles and papers on clinical and change leadership and quality-related topics including Lean, Six Sigma, TRIZ, and balanced scorecard. Vickie is a co-author of *Leading Change with Lean, Six Sigma, and Constraints Management*. Vickie has more than 30 years of experience leading clinical, business, and military teams and has received multiple academic and professional awards. She served as a noncommissioned officer in the US Air Force. Vickie is a member of Sigma Theta Tau International, National Association for Healthcare Quality, the American Society for Quality, the American College of Healthcare Executives, the Pennsylvania Organization of Nurse Leaders, and the International Society of Six Sigma Professionals. Charles Mount, CAPT, USN (Ret.) is the Director of Government Healthcare Services and an ASQ-certified Lean Six Sigma Black Belt for NOVACES, LLC. He oversees the company's services in Lean Six Sigma and Leadership programs to improve patient care, safety and satisfaction. He has 40 years experience serving defense security organizations, as well as 28 years experience in Performance Improvement, leadership, management, and professional development. After almost 39 years on active duty, he retired from the military as a Captain from the Navy Medical Department. While in the Navy, CAPT Mount was Commanding Officer and Executive Officer of the Naval Schools of Health Sciences Training in Portsmouth, VA and San Diego, CA. At the Navy's largest medical center in San Diego, Charles spearheaded the training, coaching, and implementation of Total Quality Management (TQM) for 5,000 employees and scores of patients. He created a 24-hospital group to fast track the implementation of healthcare quality, the Southern California Coalition for Improving Healthcare and served as its President for 6 years. He also served as Education Director, and later President, of the San Diego W. Edwards Deming User Group. As a Master Training Specialist, CAPT Mount has conducted strategic planning sessions for multiple organizations, with a specific emphasis on employee and executive development of the mission, vision, values, and guiding principles. He served as the Navy's national faculty for Basic Life Support for the Navy Surgeon General for 17 years. As a member of the American Society for Training and Development (ASTD), CAPT Mount has made presentations to groups throughout the nation, including San Diego, Chicago, and Norfolk, VA. Over the years, he has written about managing change in healthcare for a variety of publications and consulted for numerous civilian and federal healthcare institutions. Charles is a graduate of the Institute for Federal Health Care Executives; he holds a B.Sc. Degree in Nursing from the University of Washington and a M.Ed. From the University of San Diego.