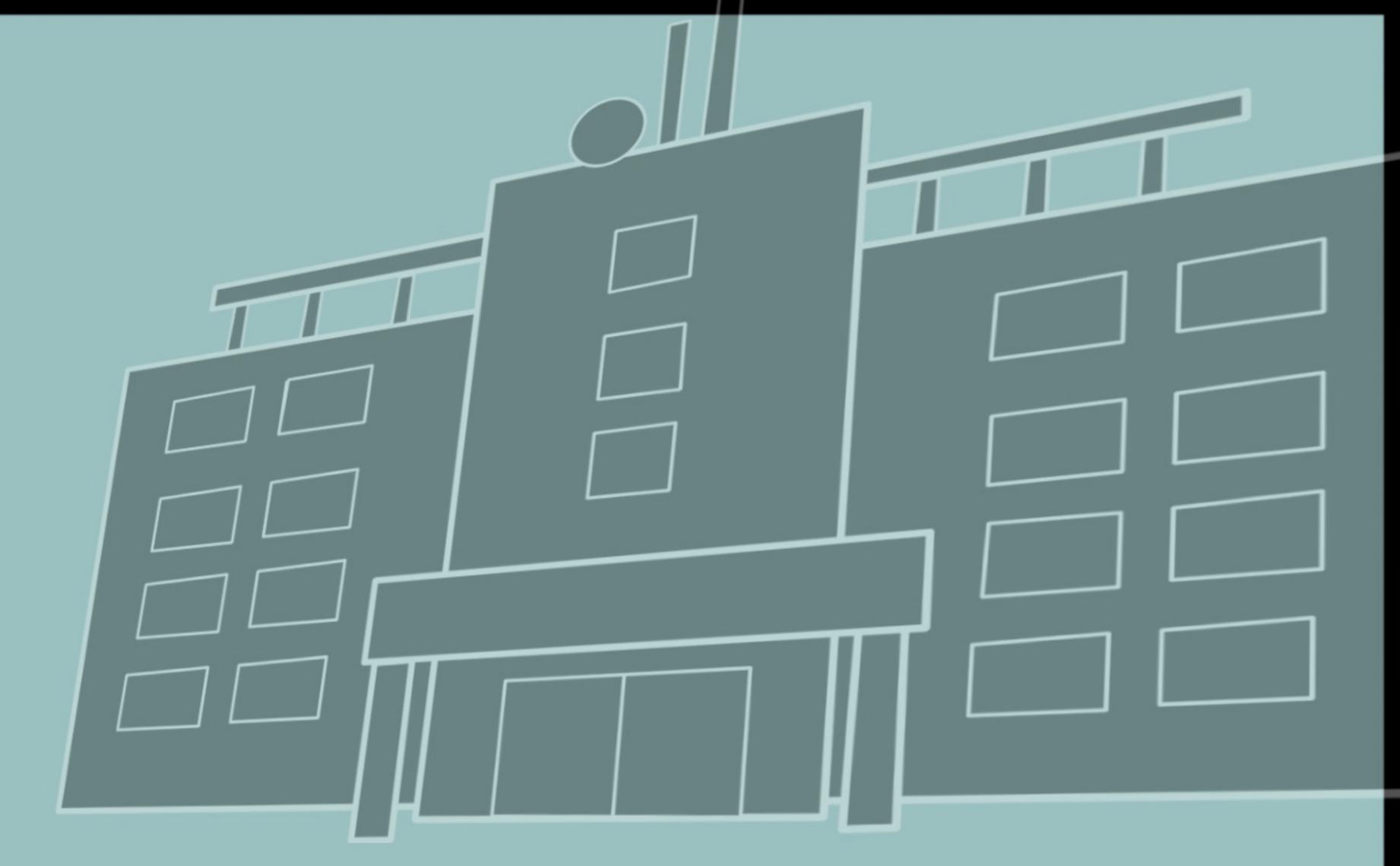
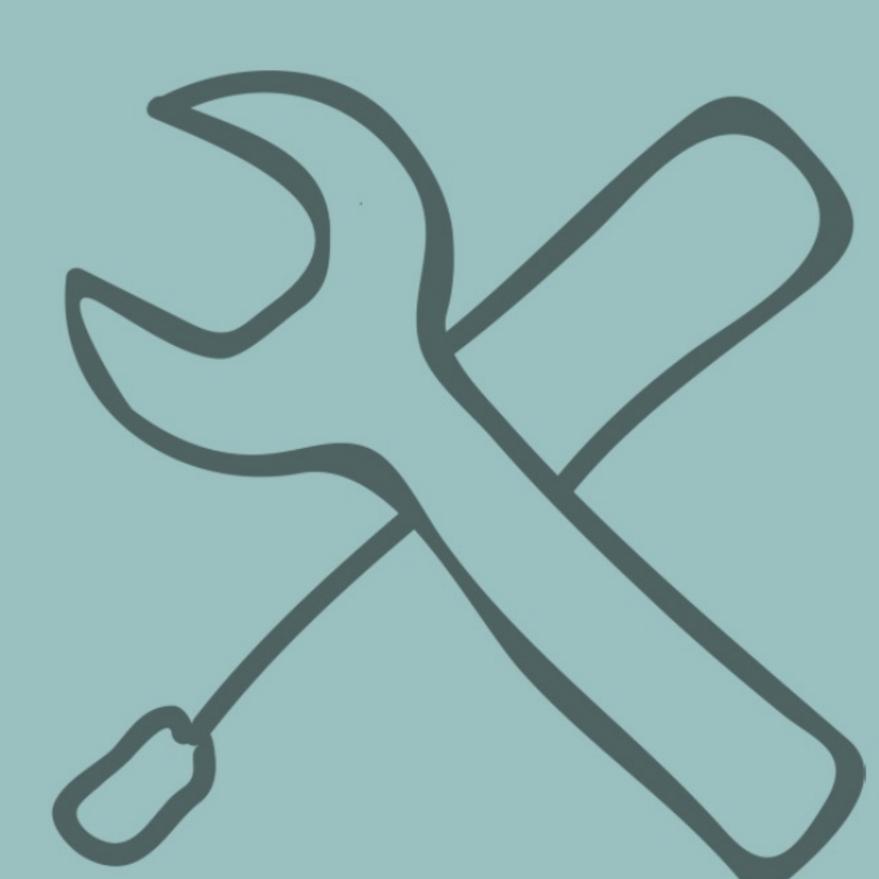
Improving Quality, Patient Safety, and Employee Engagement



E A III



✓ a process improvement methodology / a leadership style / a management system / a set of tools / a philosophy

Lean promotes a new way of thinking and a different organizational culture, requiring change and participation from everyone in the organization

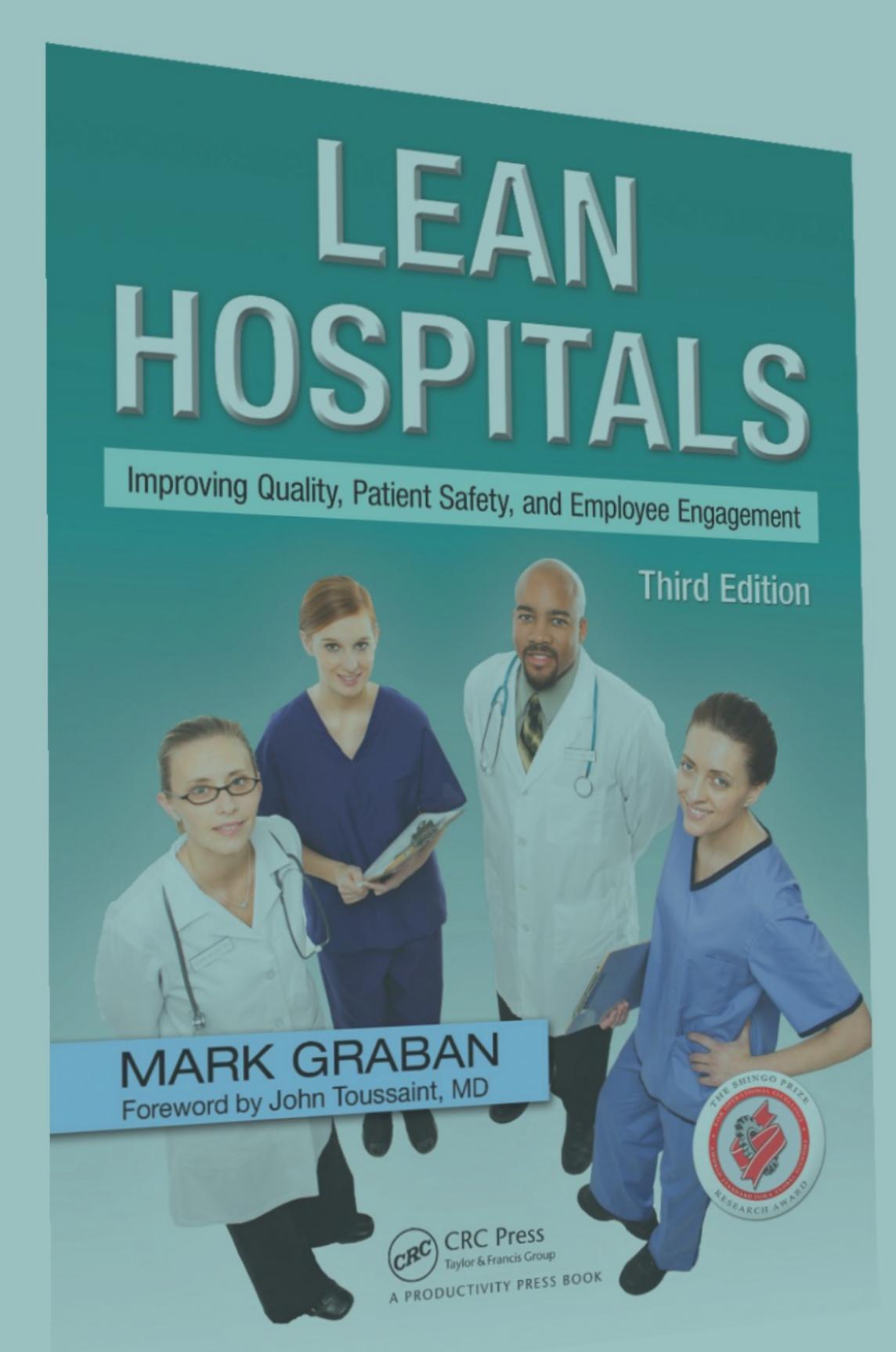


We live in a world of finite resources... working harder is not a viable option / Lean thinkers do not blame a lack of hard work or resources for problems / Improving the system, often requires making work easier, resulting in improved outcomes for everyone

6000 QUALITY COSTS



- / Focusing on "cutting costs" adds waste ✓ Focusing on patient quality, safety and
- continuous improvement results in lower costs



LEANHOSPITALSBOOK.COM







Engage everybody in continuous improvement, focus on customer needs, break down silos and improve end-to-end flow. Challenge "the way we've always done it."

Respect & support staff: V Focus on safety V Ensure people can do their best and most meaningful work ✓ Eliminate waste, not people ✓ Blame the system, not people / Staff appropriately

Lean is misunderstood by many. Some myths and myth-busters:

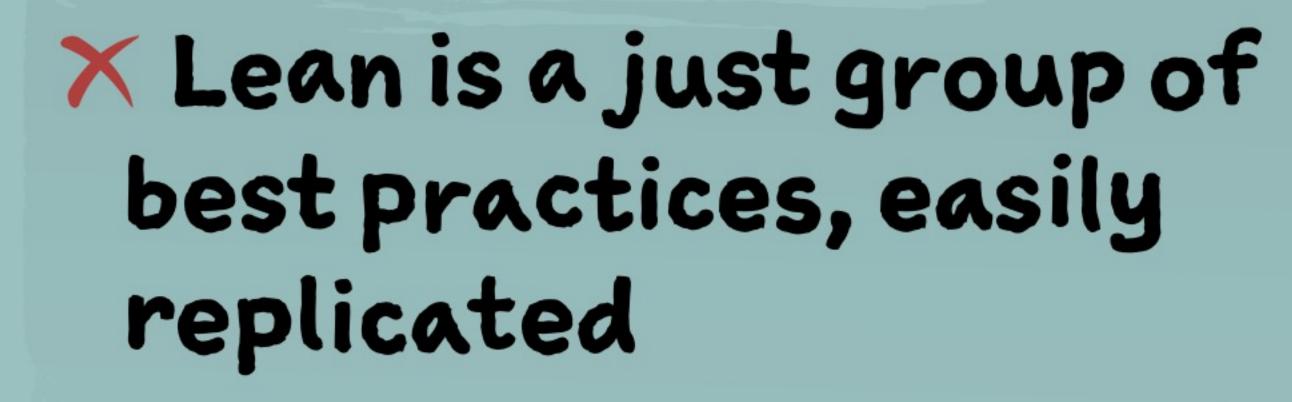
X Lean is just for speed

Lean is focused on flow and quality / Flow is improved by reducing delays, not by increasing speed ✓ Costs decrease with better flow and quality



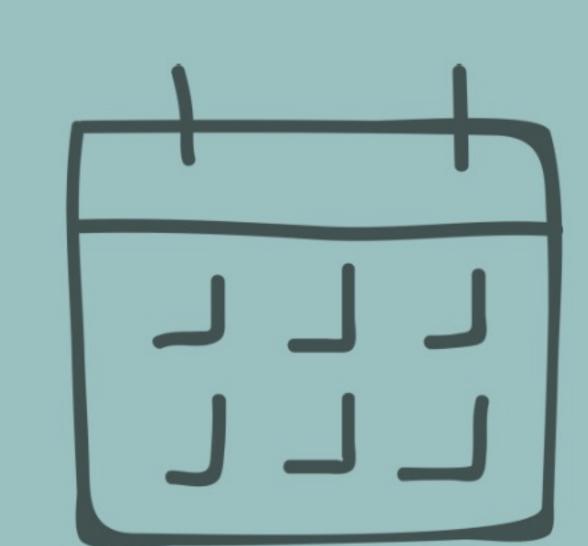
X Lean is just a toolbox

Lean is an integrated and holistic system / Lean is a set philosophy and management practice tools



Lean practices and lessons are transferable and nonprescriptive / Lean requires thinking, creativity and experimentation





X Lean is just a bunch of events or projects

VYes and, Lean is a management system / Lean is about making small improvements, daily, by everybody

X Lean says we "should do..."

Lean is a set of principles, NOT a set of rigid practices to follow



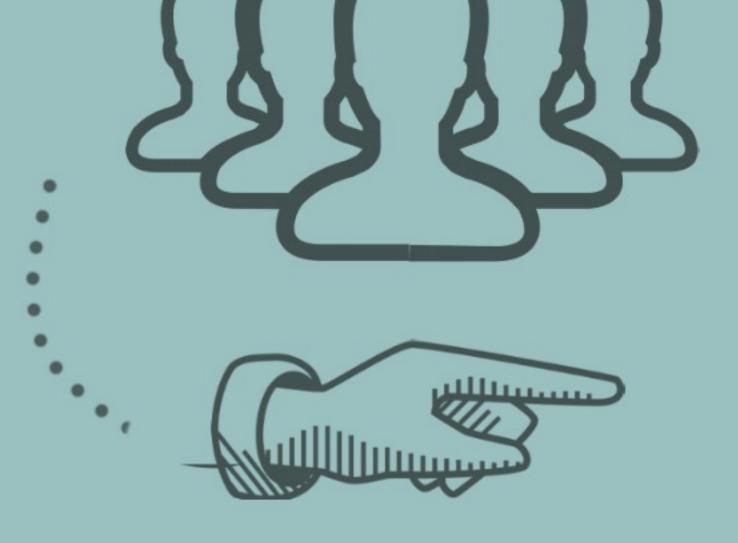


x Lean is just a process improvement methodology

Lean is a set of technical methods, with an underlying philosophy and management system

X Lean is great for reducing headcount through layoffs

Lean is about reducing wasted effort, not people



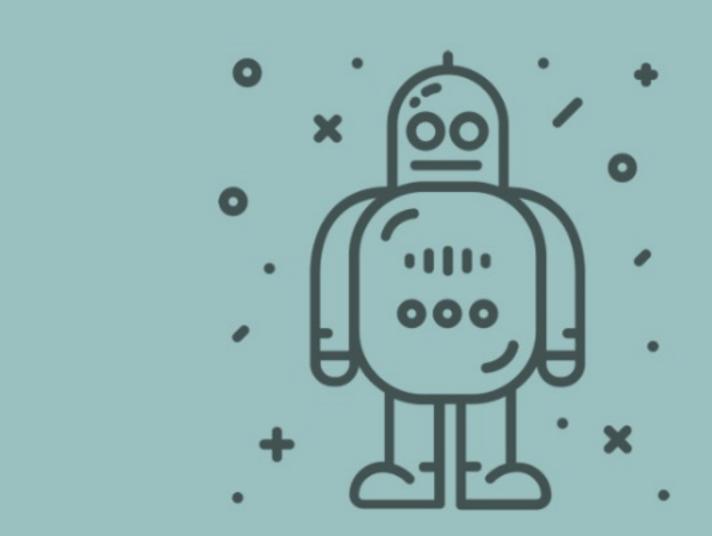
Lean means less employees

Lean focuses on the 'right amount' of people to do work the 'right way' / Extra time' fosters 'continuous improvement'



X Lean is a way to send people home early, if needed

Lean focuses on 'continuous improvement', making good use of people's 'extra' time

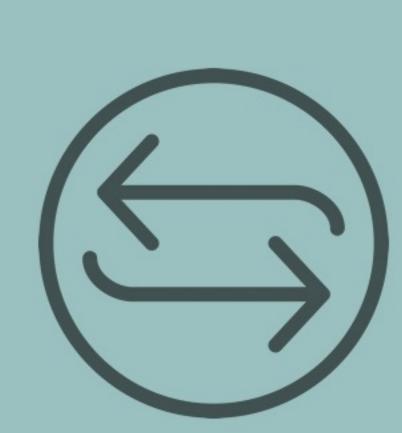


X Lean turns people into robots

Lean engages people to define how they do and improve their work

X Lean means every patient is treated the same way

Lean recognizes and encourages variation in patient & customer needs... / and for staff to use their judgement



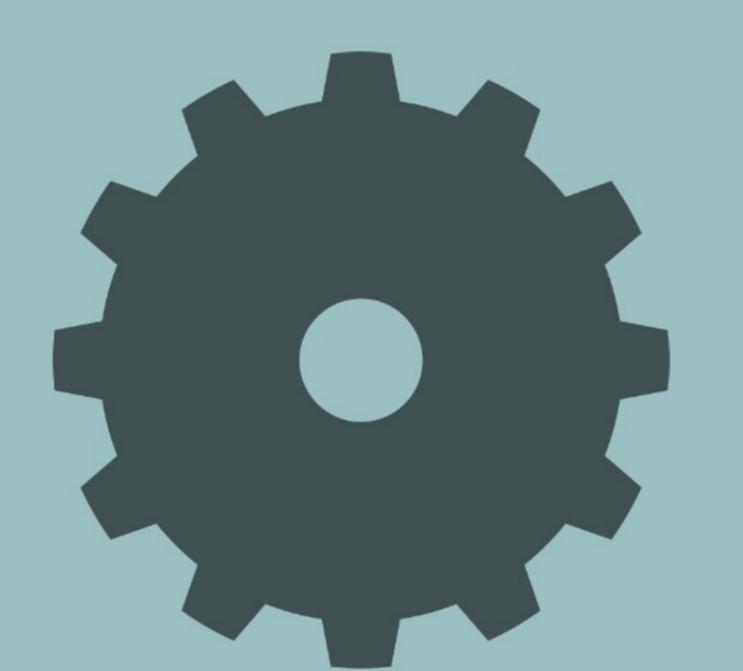


X Lean is for the Japanese

Not all Japanese organizations practice Lean / Not all Lean organizations are Japanese.

X Lean is just for making widgets

/ Most manufacturing creates many variations of products / Thus, Lean works well in 'knowledge work' too, benefiting from flexible processes



X Lean means doing everything the same ('standardized') way

Lean standardizes what makes sense... / and supports flexibility for everything else... to ensure quality and prevent problems