



Making Hospitals Work

How to improve patient care while saving everyone's time and hospitals' resources

by **Marc Baker and Ian Taylor** with **Alan Mitchell**



Foreword by **Daniel T Jones**

A Lean Action Workbook from the Lean Enterprise Academy

Making Hospitals Work

Robert R. Redfield



Making Hospitals Work:

Making Hospitals Work Marc Baker, Ian Taylor, Alan Mitchell, 2009 A Lean Action Workbook from the Lean Enterprise Academy a affiliate of the Lean Global Network and the Lean Enterprise Institute For the first time Making Hospitals Work provides a practical road map for healthcare leaders seeking to create truly lean hospitals It outlines a clear framework for focusing improvement activities on the most important challenges facing each hospital It uses the same evidence based scientific method as clinicians use to diagnose and treat medical problems to analyze and redesign the core emergency and elective patient journeys from arrival to discharge It opens everyone s eyes to the big win win win opportunities to eliminate unnecessary waiting time for patients to synchronize activities so clinical staff can spend more time caring for patients and to free up capacity by reducing length of stay and cut the overtime and agency budget It also introduces the key new role of the value stream manager in gaining agreement on what needs to be done by whom in every department across the hospital Every step described in Making Hospitals Work has been tried and tested in the three years action research that led to this workbook It is the critical breakthrough to take the next steps on the lean healthcare journey **Physical Reconstruction**

and Vocational Education, Part One United States. Surgeon-General's Office, Arthur Griswold Crane, 1927

Transactions of the American Hospital Association American Hospital Association, 1913 **Hospital Management**, 1918 American Cookery, 1915 **The American Journal of Nursing**, 1907 The American Journal of Insanity, 1912
Board and Council, 1926 Modern Hospital, 1913 *Annual Report of the Trustees of the Boston State Hospital, for the Year Ending* Boston State Hospital, 1920 **Medical News**, 1905 **Nursing World**, 1922 **Hospital Management**, 1954 **Journal of the Royal Society of Arts** Royal Society of Arts (Great Britain), 1916 *British Medical Journal*, 1923 **The Illinois Medical Journal**, 1921 **Annual Report, July 1 ... to June 30 ...** New York (State). State Hospital Commission, 1900 *Journal of the American Medical Association*, 1922 Includes proceedings of the association papers read at the annual sessions and lists of current medical literature **State Hospital Bulletin**, 1912
Dietary Administration and Therapy, 1923

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