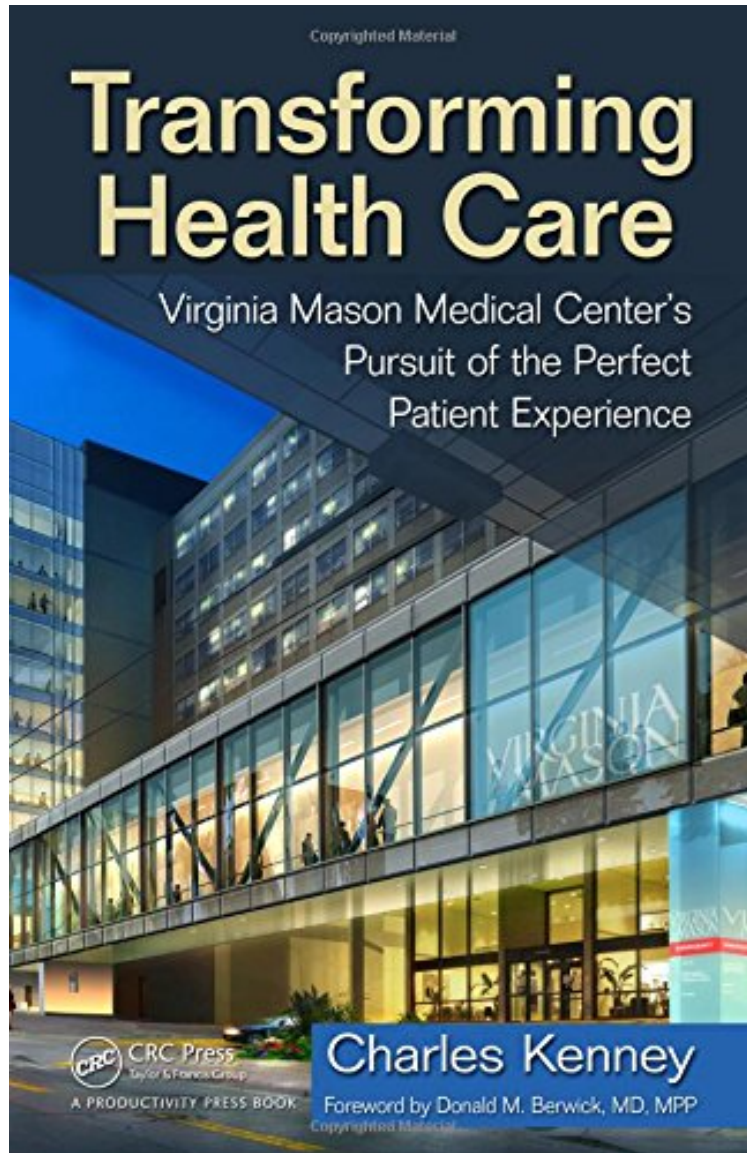


Transforming Health Care: Virginia Mason Medical Center's Pursuit of the Perfect Patient Experience

Charles Kenney

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Charles Kenney : Transforming Health Care: Virginia Mason Medical Center's Pursuit of the Perfect Patient Experience before purchasing it in order to gage whether or not it would be worth my time, and all praised Transforming Health Care: Virginia Mason Medical Center's Pursuit of the Perfect Patient Experience:

0 of 0 people found the following review helpful. This should be required reading for all disciplines providing health care in the 21st century. By Sheryl S. This concept is so singularly important to what the future of health care can be and needs to be that it must not fail. It is a difficult journey to cast out the old preconceived wasteful ways that do not lead, but instead follow the ingrained status quo. As with Toyota before it in vehicles, Virginia Mason has taken unimaginable strides to improve the process to put the patient (its own product line) at the top of its pyramid and direct everything else toward that end. The study shows that "production" methods are not specific to individual industries but pertain to any and all businesses. The drive to improve safety and eliminate waste were at the core; the financial benefits of a lean, value-added enterprise were an unintended plus. I give the book's content five stars. I give the author only four. Whether he himself or his editors were to blame, I can't know, but there were inconsistencies in the printed words. 1 of 1 people found the following review helpful. nice case study By Lineman A good chronicling of Virginia Mason's journey to lean. It illustrates the long and involved history of initial inspiration, learning and the trials and tribulations of converting processes and organizational culture. For those thinking this is an easy course to take, or that it is simply the latest in corporate fads, the case of Virginia Mason will show them otherwise. The shortcomings of the book, to me anyway, is that it is mostly about the challenge and achievements of organizational change. It was fairly light on what aspects of lean/six sigma worked. I would have liked to read more about specific tools (e.g., VSM, 5 S, heijunka, kanban) and their use. Where were they successful, where did it take several tries, how can we readers learn from your experience. These are mentioned here and there, but insufficiently to help the rest of us in our own journeys. It is a useful tool for upper management. They may not be interested in the getting into the weeds, but they are interested in the time and devotion it took to change the organization. 1 of 1 people found the following review helpful. Pioneering example that we all can learn from By Customer "Transforming Health Care: Virginia Mason Medical Center's Pursuit of the Perfect Patient Experience" is an important read on the path to healthcare sustainability, increasing quality while decreasing cost, and understanding hospitals today. VMMC pioneered using LEAN (Toyota's system) in the healthcare space and remains an outstanding case study of how to do it. Transforming Health Care is an inside look into VMMC. Easy to read this fairly short book offers great insight, examples, and solutions for many of the vexing problems of changing from a fragmented highly error prone system to a "self-learning" organization. The more you know about LEAN principles the more you will get out of this book, however knowing LEAN isn't a prerequisite. Transforming Health Care is a road-map, a primer, a great case study on how to bring LEAN into your hospital or medical practice.

For decades, the manufacturing industry has employed the Toyota Production System the most powerful production method in the world to reduce waste, improve quality, reduce defects and increase worker productivity. In 2001, Virginia Mason Medical Center, an integrated healthcare delivery system in Seattle, Washington set out to achieve its compelling vision to become The Quality Leader and to fulfill that vision, adopted the Toyota Production System as its management method. Winner of a Shingo Research and Professional Publication Award! Transforming Health Care: Virginia Mason Medical Center's Pursuit of the Perfect Patient Experience takes you on the journey of Virginia Mason Medical Center's pursuit of the perfect patient experience through the application of lean principles, tools, and methodology. The results speak for themselves, including: An innovative patient safety alert system Reduction in professional liability insurance expenses Foundational changes that make it possible for nurses to spend 90% of their time with patients A computerized module that sorts through electronic medical charts and automatically identifies when disease management and preventative testing due Over the last several years Virginia Mason has become internationally known for its journey towards perfection by applying the Toyota Production System to healthcare. The book takes readers step by step through Virginia Mason's journey as it seeks to provide perfection to its customer — the patient. This book shows you how you use this system to transform your own organization.

If you work in the health and medical care field and you believe you and your institution are as good as it is possible to be, you should read this book. It will reset your standards and show you how to produce more value for your patients at a lower cost. This is a front line story, not a pie in the sky theory or project of the month. It is a story about real people dedicated to the pursuit of habitual excellence. Paul Orsquo;Neill, 72nd Secretary of the U.S. Treasury — former Chairman and CEO of Alcoa A comprehensive and insightful book that chronicles an arduous journey to achieve an exceptional patient-centered culture using a management system only now recognized as relevant to health care. This is a story of how Virginia Mason became the benchmark against which other health care systems must judge themselves, and a beacon in a field that has resisted change for far too long. David M. Lawrence, MD, MPH, Chairman and CEO (retired), Kaiser Foundation Health Plan and Hospitals, Inc. The challenges to our U.S. health care system have never been greater. We are challenged by the high cost of care and less than optimal quality and safety. Virginia Mason Medical Center has been on a ten year journey to demonstrate just what is possible and the results have been profound. What is equally amazing, and must reading for health care leaders, is the story of their journey. It is possible to improve quality and safety while simultaneously reducing cost! John Kitzhaber, MD, Governor of Oregon 1995-2003 U.S. health care is replete with stories of failed attempts to improve quality and control soaring

costs, only to succumb to perverse incentives, infighting and an entrenched status quo. Virginia Mason offers a different path forward, by showing what happens when all of health care's stakeholders doctors, employers, insurers align themselves behind pursuing the best care for the patient. It's a potential model precisely because its leadership medical staff had to overcome the same challenges that affect hospitals and clinicians across the country today. Vanessa Fuhrmans, *The Wall Street Journal* Congratulations to the Virginia Mason team for being another great example of committing to a compelling vision and to continuous quality improvement hellip; . Thank You! Alan Mulally, former President and CEO, Boeing Commercial Airplanes; current President and CEO, Ford Motor Company Health care transformation is a process not an event. This book richly describes this process at Virginia Mason not just the principles but all the challenges along the way and how they were overcome. It is a textured account of an ongoing journey and as such is an invaluable aid to anyone serious about transforming their own organization. Richard Bohmer, MBChB, MPH Professor of Management Practice, Harvard Business School This is the story of a journey. It's a journey that began almost a decade ago, that continues today, and that will likely continue for the foreseeable future. Through a number of powerful case studies, this book illustrates how Virginia Mason Medical Center has steadily improved the safety, quality, and efficiency of its patient care one process at a time. But more importantly, it is a study in leadership and cultural transformation in one of our nation's most important industries health care. That transformation has made patient-centered care much more than a slogan at Virginia Mason; it has become a way of doing business, each and every day. The beneficiaries of that transformation, first and foremost, are the patients Virginia Mason serves. But of equal importance is the new-found sense of accomplishment and satisfaction that these changes have engendered among the Medical Center's physicians, management team and employees. This book is inspiring must reading for anyone who leads, or aspires to lead, any health care organization. William F. Jessee, MD, FACMPE, President and CEO, Medical Group Management Association If you want to understand what health care can become, you need to know about Virginia Mason Medical Center. This book gives you the complete story. It is essential reading. David Cutler, former Senior Health Care Advisor, Obama Presidential Campaign An inspiring tale of leadership, discipline, and persistence by an organization committed to excellence in patient care. VMMC has redefined patient-centeredness as the core of process change. By so doing, not only has it transformed its culture and dramatically improved outcomes, it has set new standards for quality and efficiency. Must reading for all health care leaders who are serious about quality. Lucian L. Leape, MD, Harvard School of Public Health This remarkable story of Virginia Mason's journey to Lean offers hope that America can achieve the high-quality, affordable care we all deserve. Ceci Connolly, Freelance Writer How does a hospital change the very culture of medicine? By abandoning the philosophy that says This is the way we've always done it! That's the essence of the amazing story of true change told by Charles Kenney in *Transforming Healthcare: Virginia Mason Medical Center's Pursuit of the Perfect Patient Experience*. But hold on: This is not a cold chronicle of good people moving deck chairs around on the deck of the Titanic. This is genuine course-changing, history-changing work born of steely determination to stop hurting patients by finding ways of practicing medicine that tradition never taught. How does one transform to an idyllic hospital where errors never hurt patients and people are happy? By breaking the molds and infusing a common vision and by starting down the path Dr. Gary Kaplan and Virginia Mason were courageous enough to blaze ten years ago - when no one else was even peeking outside the box. If you intend to keep your patients safe - if you intend to improve the working environment, the bottom line, and the camaraderie of your hospital - you cannot ignore this story! This book isn't about Lean, Toyota, or any single methodology as much as it's about a refusal to maintain the terrible status quo documented by the Institute of Medicine in 1999. This book is the foundational element of understanding what it takes to really change a moribund culture. John J. Nance, author, *Why Hospitals Should Fly* Virginia Mason Medical Center is widely recognized as the pioneer in applying the disciplines of the Toyota Production Systems to improve the delivery of health care. Now, with the publication of *Transforming Health Care*, we have a first-hand account of what they did and what they learned: the steps they took to make the concept of Team Medicine a reality; the struggles and successes in moving from physician-centric to patient-centered care; and the projects they have undertaken to redesign clinical pathways to eliminate waste and error, reduce scientific uncertainty, and promote patient preferences. An easy read, but also an in-depth account of Virginia Mason's effort to transform itself. This book is a must for students of organizational behavior as well as for those who aspire to improve health care. John E. Wennberg, MD, MPH, Peggy Y. Thomson Professor Emeritus (Chair) in the Evaluative Clinical Sciences Founder and Director Emeritus, The Dartmouth Institute for Health Policy and Clinical Practice About the Author Seattle, WA, USA