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Foreword

Introduction

Chapter 1: Team-Based Problem Solving and Learning for Continuous Improvement

- Reveal a new way of looking at healthcare problems
- Present a team-based, project-oriented approach for solving problems
- Help to identify purpose for improvement
- Identify team roles
- Help to define a problem linked to organizational purpose
- Present a method to communicate the project and gain cooperation, commitment, and enthusiasm

Chapter 2: Scoping Your Improvement Project

- Identify improvement project participants
- Select the value stream
- Establish boundaries (scope)
- Create a value proposition

Chapter 3: Value-Stream Mapping—Current State

- Understand the mapping principles
- Complete a current-state value-stream map
- Socialize your current-state map
- Identify problems by looking for waste
- Search out problems that prevent value, flow, work, and management and learning
- Begin to consider the future state

Chapter 4: Future-State Mapping

- Grasp the characteristics of lean value streams
- Learn to develop a future-state map
- Draw your future-state map
- Socialize your future-state vision

Chapter 5: Measuring the Future State and Planning for Change

- Create a way to measure the future state
- Establish goals and actions
- Learn how to conduct experiments
- Communicate and delegate actions
- Prepare to manage change

Chapter 6: Establishing Project Management

- Ensure execution of your improvement plan
- Develop a process to monitor progress
- Focus your progress checks and reviews
- Communicate and display progress
- Reinforce PDCA

Chapter 7: Keeping Your Improvement Project on Track

- Identify performance to plan, assess impact, and maximize learning
- Make adjustments
- Learn and apply lean problem-solving methods
- Establish roles for checks and reviews

Chapter 8: Moving Forward—From Projects and Events to Consistent Practice

- Conduct end-of-project review and reflection
- Learn how to stabilize and sustain
- Continue to solve problems
- Address organizational and cultural barriers
- Share your learnings
- Seize the next opportunity

Appendix: Value-Stream Improvement Roles

Glossary

About the Authors

About the Lean Enterprise Institute and the Healthcare Value Network