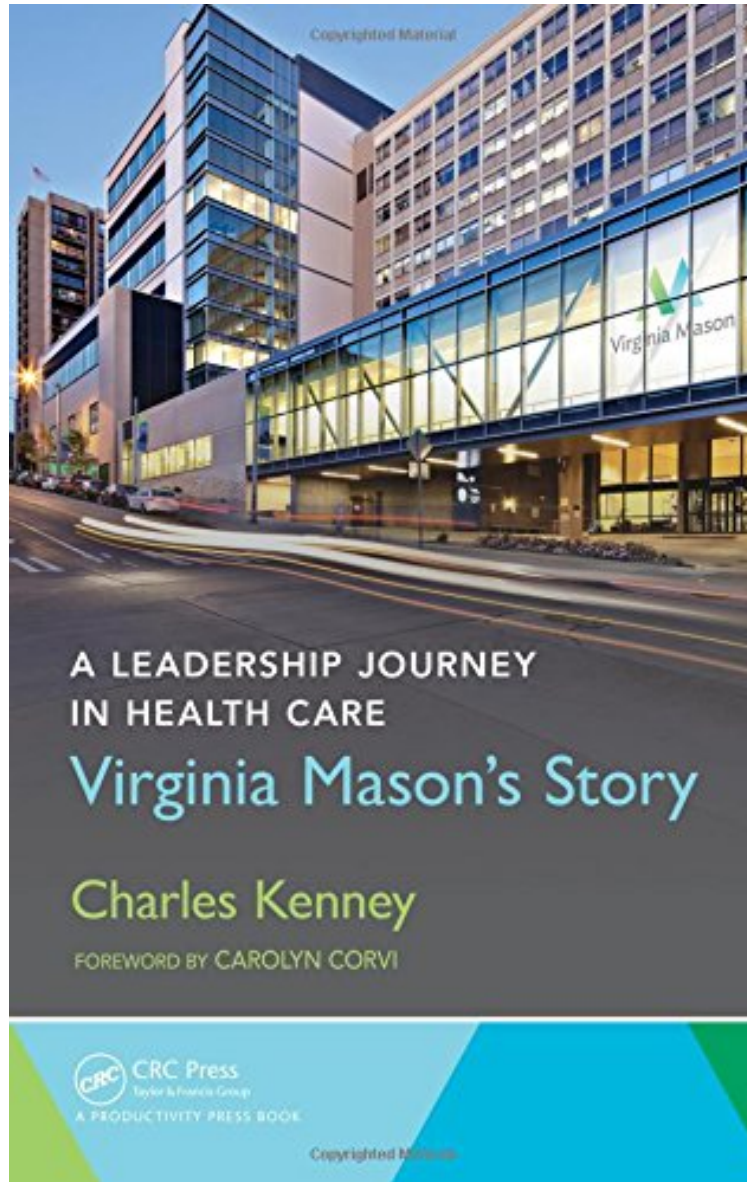


(Library ebook) A Leadership Journey in Health Care: Virginia Mason's Story

A Leadership Journey in Health Care: Virginia Mason's Story

Charles Kenney

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Charles Kenney : A Leadership Journey in Health Care: Virginia Mason's Story before purchasing it in order to gage whether or not it would be worth my time, and all praised A Leadership Journey in Health Care: Virginia Mason's Story:

0 of 1 people found the following review helpful. Motivating employees by treating them with respect.By B. WolinskyHave you ever dealt with a professional, say a lawyer or doctor, who won't tolerate anyone else's

opinion on law or medicine? Have you ever been in a career where there's a hierarchy and everyone hates each other? I've been there, done that, and hated it, which is why I can relate so well to Charles Kenney's book. I was, however, unfamiliar with a lot of the hospital management issues he discusses, not just the hierarchies, but the lack of employee accommodations. The Virginia Mason hospital, centerpiece of this book, uses the "Toyota System" of management: employees are considered vital, no matter what their task, and everyone is treated with respect. One of the issues here is who comes first, the management or the patient? Anybody would say "patients come first," but what if the employees have to park five blocks from the hospital, move their cars every four hours, and walk uphill to get there? Put that in a place like Seattle, where you get rain every week, or an area where there's no public transport. Lack of employee parking is demoralizing. In the chapter "Respect For People," the author shows how management can arouse anger by treating people as though they are expendable. Many employees end up invisible-custodians, orderlies, and clerks-and they will resent you if you add to their workload. In Japan, for instance, safety is paramount, and pavement markings are repainted frequently. But stepping on the white line in the parking lot and messing it is a no-no. The management will not tolerate it, because it disrespects the guy that repaints it. His work is not expendable for you to mess at your leisure. Here in the USA, it's the opposite. You have a crew of hospital employees who sterilize the operating tools, cleaning off the dried blood and loading them into the autoclave. They complain "why are we cleaning this many, when half are coming back unused?" The doctors think "more is better" and order up double the number of scalpels they require. It pisses off the people that send them up. Now we come to the issue of bullying by doctors. Yours: I'll always have the doctor that says "my hands save lives" and say "where the hell did you get your medical degree" if the pharmacist questions the size of the dose they prescribe. But the doctor who chews out the nurses, interns, residents, and assistants, berating them while they stitch patients, now that's bad. Here we're going from conceit to bullying, and that endangers everything. Conceit on the part of a doctor, would not, according to this book, be acceptable in Japan. Perhaps that's why they always manage to kill US competitors on labor costs? I recommend reading this book alongside Michael Abrashoff's "Your Ship." Both stress that the leader of the business has to be aware of what the lowest-ranking employees are up to, and be open to criticism. Maybe here in the USA, we overpraise the physicians and put them on a pedestal? Maybe that leads to callousness on their part?

Since adapting the principles of the Toyota Production System to health care in 2002, Virginia Mason Health System has made enormous leaps forward in quality, safety, patient experience of care, and affordability. It has achieved world-class levels of patient satisfaction and has been honored as one of the safest hospitals in the country. *A Leadership Journey in Health Care: Virginia Mason's Story* supplies an inside look at process improvement from the world leader in applying Lean methods to health care. It presents key lessons learned as well as the best practices developed at Virginia Mason during its 12-year process improvement journey. Just as important, Virginia Mason's culture of leadership at all levels sets it apart from others in the health care universe. Describing why it's critical for leadership to be actively involved in any process improvement initiative, the book illustrates exactly what leadership looks like at all levels within Virginia Mason. In the book, bestselling author Charles Kenney introduces breakthrough new work at Virginia Mason that most health care audiences have yet to read about. He details the reasons why governance has played such a big role in Virginia Mason's success and discusses a game-changing initiative concerning respect for people. After reading this book, you will better understand the active leadership style that has propelled Virginia Mason's success. By following the best practices and lessons learned, you will be prepared to teach, coach, and encourage your team to achieve streamlined and standardized work, sustained improvements, and increased patient satisfaction. Foreword by Carolyn Corvi, Virginia Mason Health System/Virginia Mason Medical Center Boards of Directors; Retired Vice President and General Manager, Boeing Commercial Airplanes