



WORK PROCESS IMPROVEMENT LEND FORWARD

The Problem

- Experts in the areas of Toyota Production System (TPS), Baldrige, Six Sigma, Lean and other quality improvement efforts are difficult to find in the area of healthcare improvement.
- Healthcare professionals have little to no training in process improvement, complex systems improvement or work redesign.

Possible Purchaser Actions

- “Lend forward” your experts in TPS, Baldrige, Six Sigma, Lean and other quality improvement efforts to PRHI and its partners.
- Lunch-n-Learns – Provide instructional discussions on various subjects to educate staff. These would be pre-planned with the staff requesting information on various subjects to enhance the knowledge on existing issues and on new areas of quality process.
- Consulting – Consult on quality improvement initiatives within institutions.
- Curriculum Consulting – Provide an expert to consult with the curriculum development staff to clarify details of the curriculum.
- Curriculum Instruction – “Lend forward” staff to assist in teaching improvement curriculum

Results to be Anticipated

PRHI and its partners can learn a great deal from companies run by experienced and talented leaders who have been successful at effecting change and improvement at their institutions.

Best Practice Example

- The Toyota Production System advocates the use of experts for teaching, to expedite results. The word *sensei* is used in Japan with some reverence to refer to a teacher who has mastered the subject. A company needs a *sensei* to provide technical assistance and knowledge.
- Toyota believes that external experts can quick-start the improvement process educating through action, and helping to develop internal experts to spread improvement processes throughout the organization.