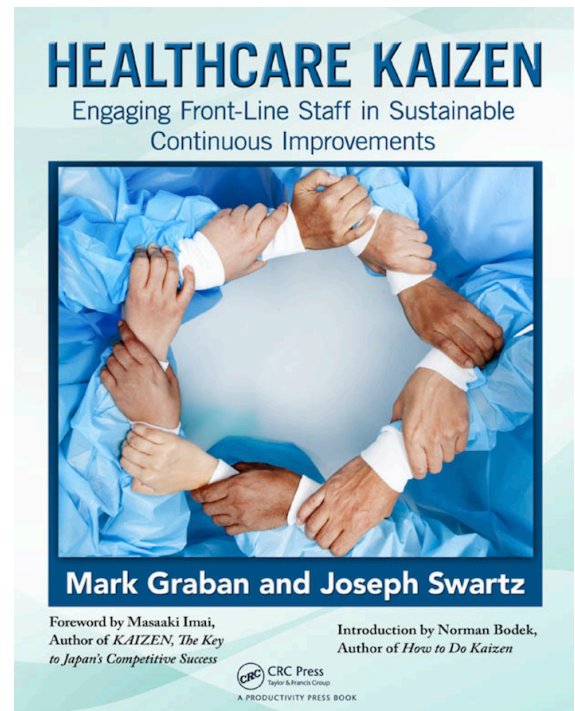


QUOTES FROM *HEALTHCARE KAIZEN*

by Mark Graban & Joseph E. Swartz

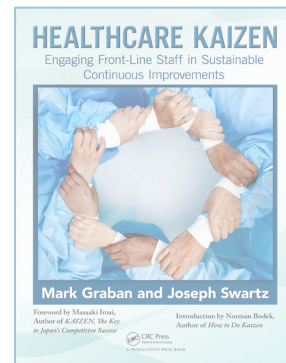
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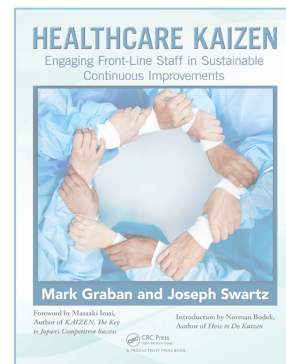
About This e-Book

This e-Book is a collection of quotes and inspirational messages that appear throughout our larger book, *Healthcare Kaizen*, a practical how-to guide for starting and growing a Kaizen program.



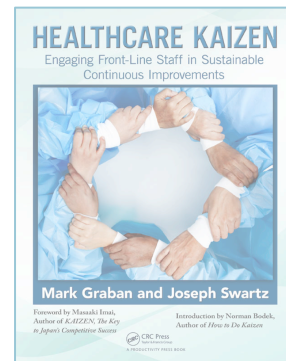
Charles Darwin

It is not the strongest of the species that survives, nor the most intelligent, but the one most responsive to change.



Author Unknown

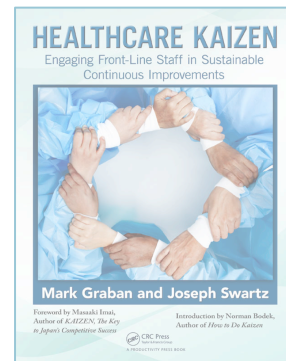
The largest room in
the world is the
room for
improvement.



Old Japanese Proverb

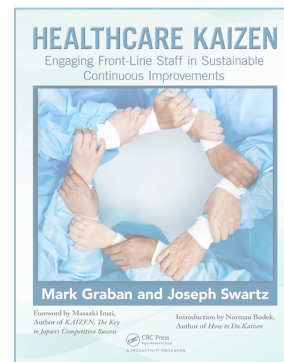
Fall seven times.

Stand up eight.



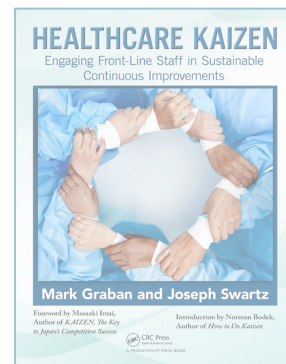
Henry Ford

Failure is only the
opportunity to
begin again more
intelligently



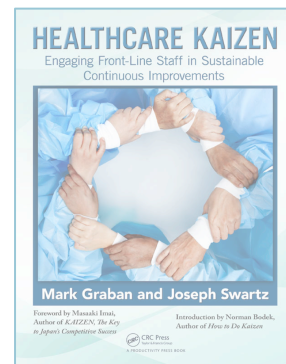
Henry Ford

Our own attitude is that we are charged with discovering the best way of doing everything, and that we must regard every process employed in manufacturing as purely experimental.



Mark Twain

The secret of getting ahead is getting started. The secret of getting started is breaking your complex overwhelming tasks into small manageable tasks, and then starting on the first one.



About *Healthcare Kaizen*

Healthcare Kaizen focuses on the principles methods of daily continuous improvement, or “Kaizen,” for healthcare professionals and organizations. Kaizen is a Japanese word that means “change for the better,” popularized by Masaaki Imai in his 1986 book KAIZEN and through the books of Norman Bodek, both of whom contributed introductory material for this book.

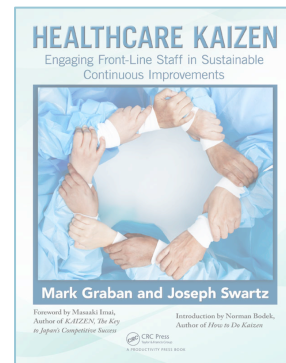
In 1989, Dr. Donald M. Berwick, founder of the Institute for Healthcare Improvement and former administrator of the Centers for Medicare & Medicaid Services, endorsed the principles of Kaizen in the *New England Journal of Medicine*, describing it as “the continuous search for opportunities for all processes to get better.” Healthcare Kaizen shows how to make this goal a reality.

Healthcare Kaizen shares some of the methods used by numerous hospitals, including Franciscan St. Francis Healthcare, where co-author Joe Swartz has led these efforts. Most importantly, the book covers the management mindsets and philosophies required to make Kaizen work effectively in a hospital department or as a organization-wide program.

All of the examples in the book are real examples that were shared by leading healthcare organizations, with over two hundred full-color pictures and visual illustrations of Kaizen-based improvements that were initiated by Chief Operating Officers, nurses, housekeepers, and other staff members at all levels.

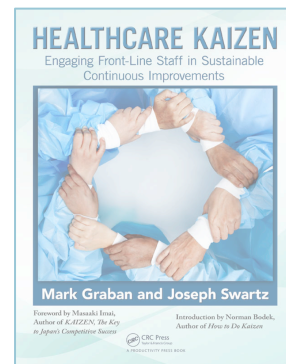
Healthcare Kaizen will be helpful for organizations that have embraced weeklong improvement events, but now want to follow the lead of ThedaCare, Virginia Mason Medical Center, and others who have moved beyond just doing events into a more complete management system based on “Lean” or the “Toyota Production System.”

It’s often said, without much reflection, that “people hate change.” The experiences shared in this book will prove that people actually love change when they are fully engaged in the process, they get to make improvements that improve patient care and make their day less frustrating, and when they don’t fear being laid off as a result of their improvements.



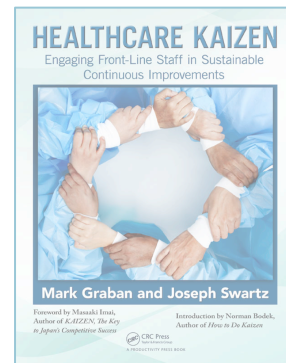
Henry Ford

There are no big problems, there are just a lot of little problems.



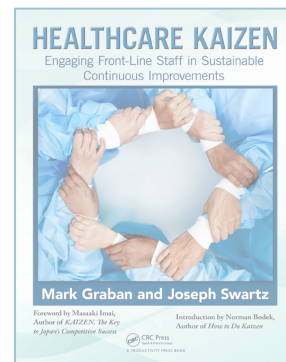
Mohandas Gandhi

**Be the change
you want to see
in the world.**



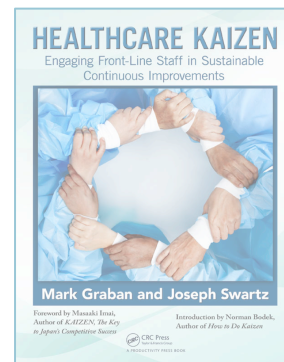
Masaaki Imai

The Kaizen philosophy assumes that our way of life – be it our working life, our social life, or our home life – deserves to be constantly improved



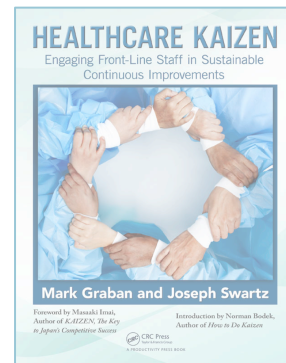
Mark Graban

WHY IS THERE A LOCK ON
YOUR SUGGESTION BOX?
ARE YOU AFRAID THAT THE
COMPETING HOSPITAL
ACROSS THE STREET IS
SENDING PEOPLE OVER TO
STEAL YOUR GOOD IDEAS?



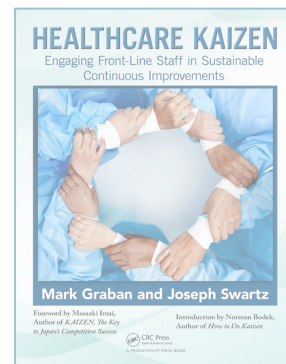
Taiichi Ohno

Kaizen is about changing the way things are. If you assume that things are all right the way they are, you can't do Kaizen. So change something!



Bruce Hamilton

Many companies assume that the failure of the suggestion box approach is with employees that don't care, but if we dig a little deeper we find it is the system itself that squashed enthusiasm.



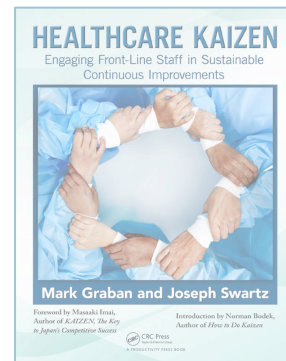
About the Authors



Mark Graban is an internationally-recognized expert in the field of “Lean Healthcare,” as a consultant, author, keynote speaker, and blogger. He is the author of *Lean Hospitals: Improving Quality, Patient Safety, and Employee Engagement* (2nd edition). Mark has worked as a consultant and coach to healthcare organizations throughout North America and Europe. He was formerly a senior fellow with the Lean Enterprise Institute and continues to serve as a faculty member. Mark is also the Chief Improvement Officer for KaiNexus, a startup software company that helps healthcare organizations manage continuous improvement efforts. Mark earned a BS in Industrial Engineering from Northwestern University and an MS in Mechanical Engineering and an MBA from the MIT Sloan Leaders for Global Operations Program. Visit his website at www.MarkGraban.com and his blog at www.LeanBlog.org. mark@leanblog.org

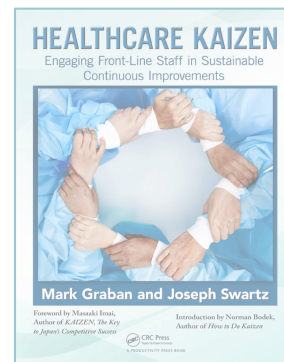


Joseph E. Swartz is the Director of Business Transformation for Franciscan St. Francis Health of Indianapolis, IN. He has been leading continuous improvement efforts for 18 years, including 7 years in healthcare, and has led more than 200 Lean and Six Sigma improvement projects. Joseph is the co-author of *Seeing David in the Stone* and was previously an instructor at the University of Wisconsin. Joseph earned an MS in Management from Purdue University as a Krannert Scholar for academic excellence. joeswartz14@gmail.com



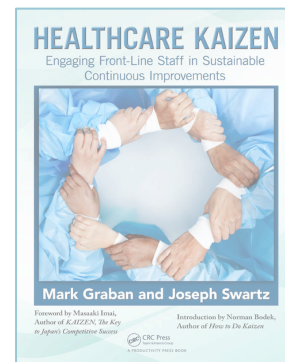
Masaaki Imai

[If] the new standard has been set up by the worker's own volition, he takes pride in the new standard and is willing to follow it. If, on the contrary, he is told to follow a standard imposed by management, he may not be as willing to follow it.



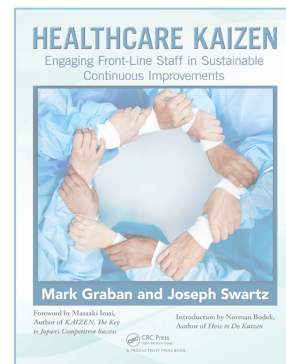
Toyota

From a 2010 Toyota publication:
“Continuous Improvement implies that all employees must not let themselves become complacent about the status quo, but put forth their best ideas and efforts to seek greater added-value. In accordance with the second principle, ‘Respect for People,’ Toyota respects all stakeholders and believes that the success of its business is created by individual efforts and growth.”



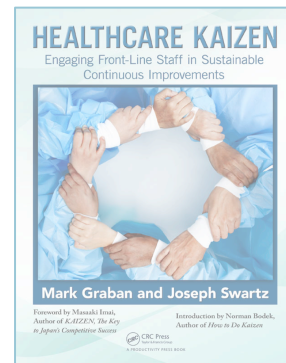
Pat Hagan

Patrick Hagan, former COO of Seattle Children's Hospital, says, "We rarely talk about cost. We talk about waste, quality, and safety, and we find our costs go down."



Adam Smith

Such is the delicacy of man alone, that no object is produced to his liking. He finds that in everything there is need for improvement.

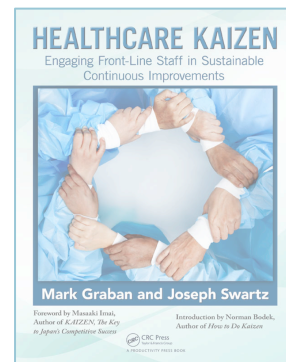


Theresa Amabile

We define innovation as the successful implementation of creative ideas within an organization.

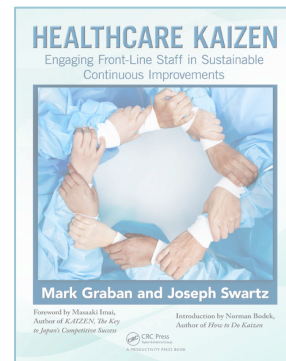
—Theresa Amabile

Professor and Director of Research Harvard Business School



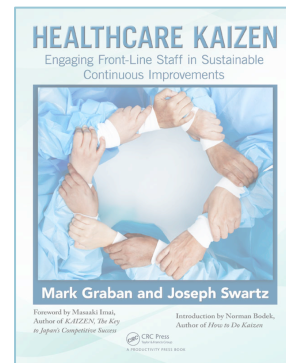
Alan G. Robinson and Dean M. Schroeder

**EMPLOYEE IDEAS
ARE KEY TO
BUILDING A
CULTURE OF HIGH
PERFORMANCE.**



Henry Ford

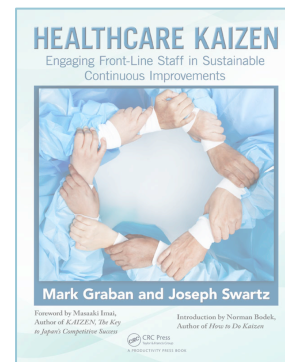
Most people spend more time and energy going around problems than trying to solve them.



Lewis Carroll

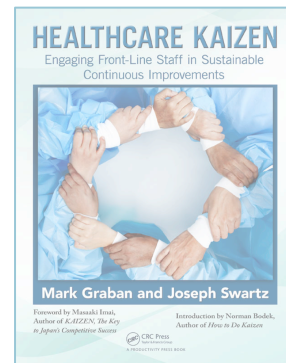
“No use trying,” Alice said, “one can’t believe impossible things.” “I daresay you haven’t had much practice,” said the Queen. “When I was your age, I always did it for half-an-hour a day. Why, sometimes I’ve believed as many as six impossible things before breakfast.”

—Lewis Carroll *Alice’s Adventures in Wonderland*



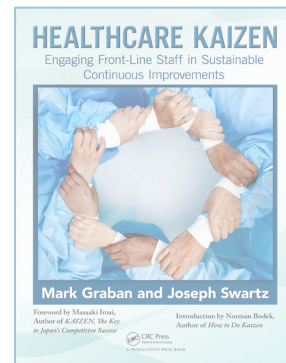
Vince Lombardi

Perfection is not attainable, but if we chase perfection we can catch excellence.



Saint Francis of Assisi

Start by doing what's necessary; then do what's possible; and suddenly you are doing the impossible.

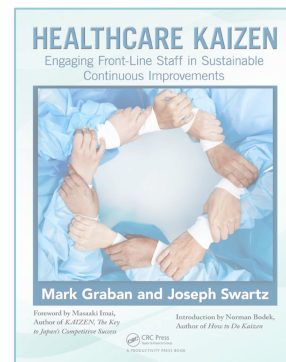


Robert F. “Bob” Bennett

We all seek to control our lives: our careers, our relationships, our reactions to events and situations. People who gain control automatically become more productive.

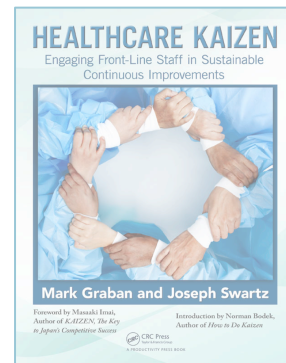
—Robert F. “Bob” Bennett

Former CEO of Franklin Quest and former United States Senator from Utah



Peter Drucker

**The purpose of
business is to
create and keep
a customer.**

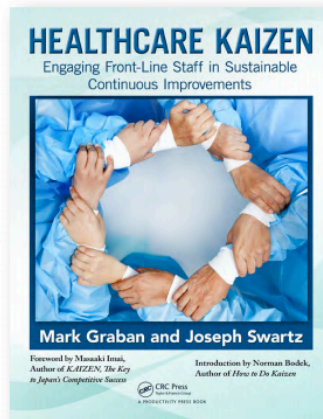


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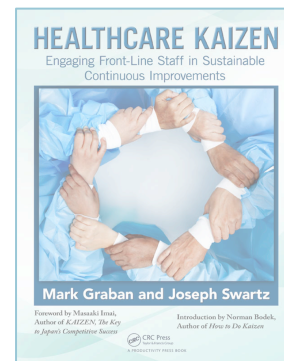
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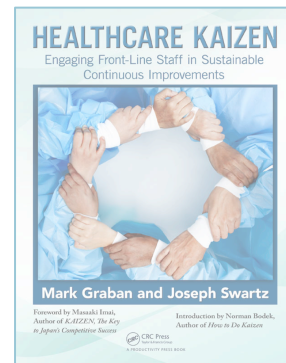
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Pre-publication material from "Healthcare Kaizen: Engaging Front-Line Staff in Sustainable Continuous Improvements," to be published July 2012. Copyright, 2012, Mark Graban & Joseph Swartz. Visit www.hckaizen.com for more information.



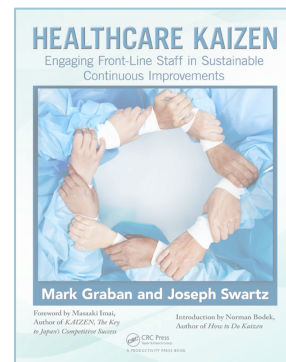
W. Edwards Deming, Ph.D.

MANAGEMENT'S JOB
IS TO CREATE AN
ENVIRONMENT WHERE
EVERYBODY MAY
TAKE JOY IN HIS
WORK.



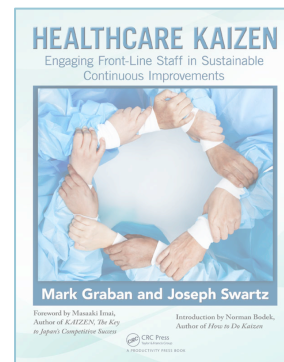
Mother Teresa

WE CAN DO NO
GREAT THINGS,
ONLY SMALL
THINGS WITH
GREAT LOVE.



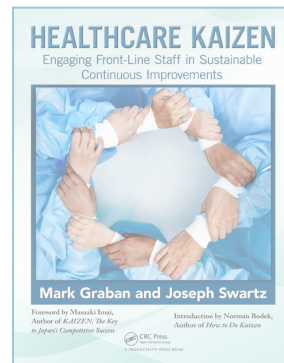
Unknown

You can't learn
how to ride a bike
by reading a book
on physics.



Muhammad Ali

It's lack of faith
that makes people
afraid of meeting
challenges, and I
believed in myself.

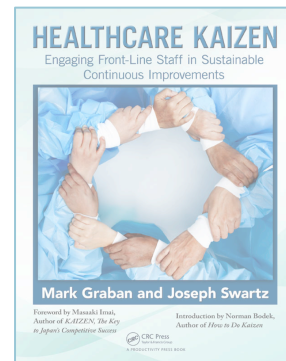


Taiichi Ohno

Why not make the work easier and more interesting so that people do not have to sweat? The Toyota style is not to create results by working hard.

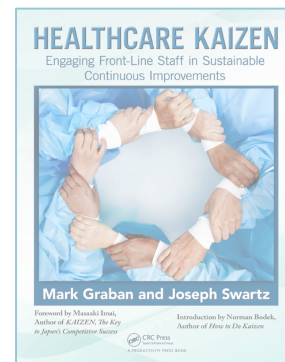
It is a system that says there is no limit to people's creativity.

People don't go to Toyota to "work" they go there to "think."



Marie Curie

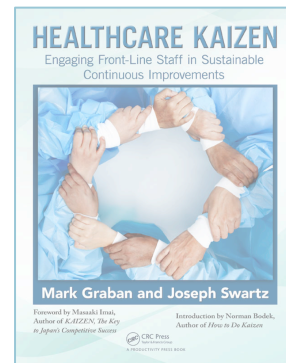
You cannot hope to build a better world without improving the individuals. To that end, each of us must work for our own improvement and, at the same time, share a general responsibility for all humanity.



R. D. Laing

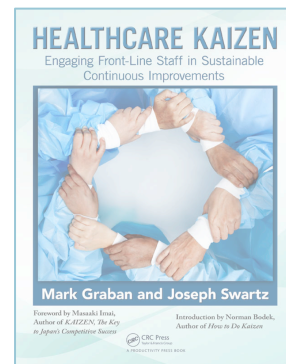
The range of what we think and do is limited by what we fail to notice. And because we fail to notice that we fail to notice there is little we can do to change until we notice how failing to notice shapes our thoughts and deeds.

—**R. D. Laing**
Scottish psychiatrist



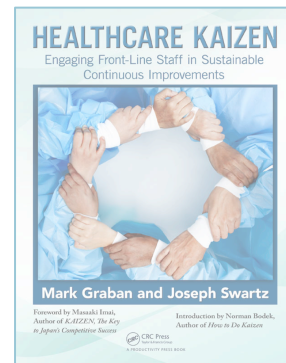
Albert Einstein

If I had an hour to solve a problem, I'd spend 55 minutes thinking about the problem and 5 minutes thinking about solutions.



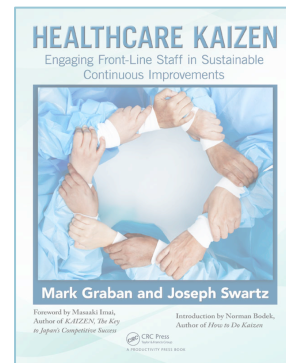
Linus Pauling

**The best way
to have a good
idea is to have
lots of ideas.**



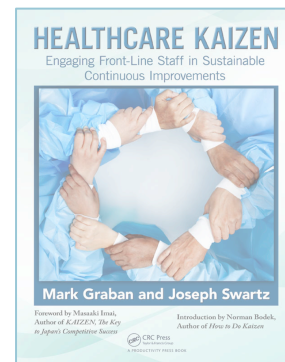
W. Edwards Deming, Ph.D.

One cannot be successful on visible figures alone ... the most important figures that one needs for management are unknown or unknowable, but successful management must nevertheless take account of them.



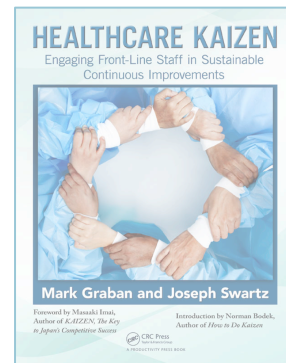
W. Edwards Deming, Ph.D.

He that expects to quantify in dollars the gains that will accrue to a company year by year for a program for improvement of quality expounded in [Out of the Crisis] will suffer delusion. He should know before he starts that he will be able to quantify only a trivial part of the gain.



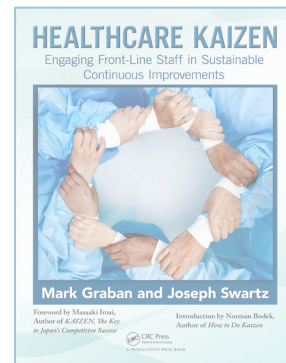
Leonardo da Vinci

I have been impressed
with the urgency of doing.
Knowing is not enough; we
must apply. Being willing is
not enough; we must do.



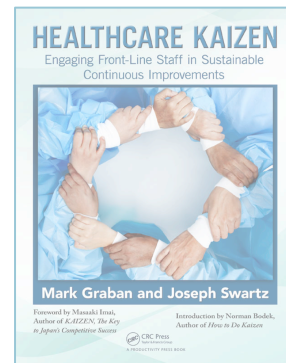
Albert Einstein

**Make everything
as simple as
possible, but not
simpler.**



Thomas Jefferson

The most valuable of all talents is that of never using two words when one will do.



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Kaizen Forms & Templates

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Title:				
Before	After			
Effect				
Name	ID #	Dept #	Supervisor	Date

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Deadline _____	Implementation Steps _____
Min _____	
Date/Updated _____ By: _____	
Expected Results _____	Results YTD/6C: YES / NO
Input/Output/Error _____	New Method/Standard/Code: YES / NO
	Completed Date _____

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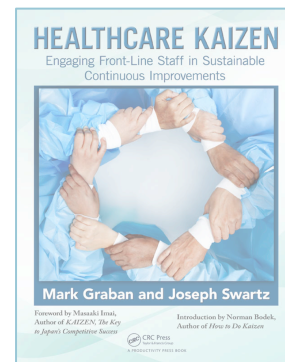
Area	Kaizen Wall of Fame	Date
What was the Problem?		
What was changed, improved, implemented?		
Photo/Diagram:		
What were the benefits? Safety? Quality? Time? Waste? Cost?		
Who was involved?		

Kaizen Wall of Fame template ([.ppt](#)) | ([.pdf](#))

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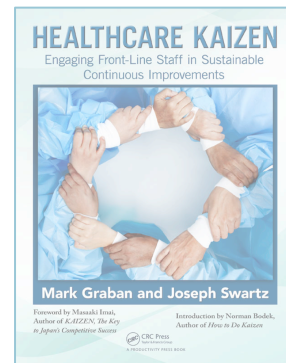
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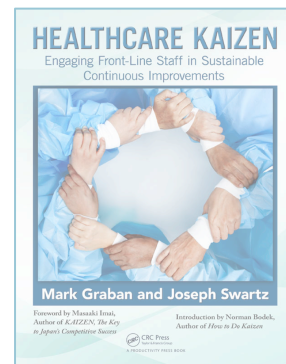
John Locke

The improvement of understanding is for two ends: first, our own increase of knowledge; secondly, to enable us to deliver that knowledge to others.



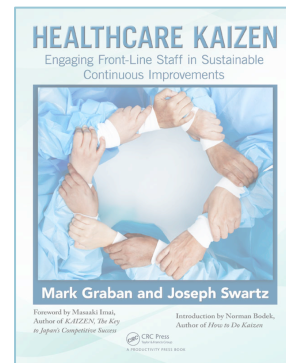
Soichiro Honda

Man can put out about 1/20th of a horsepower. He has to rest at least 9 hours a day. He also has to eat and drink. As a power source, we are terrible. However, it is when man starts thinking of ideas that the difference between man and machine emerges.



Albert Camus

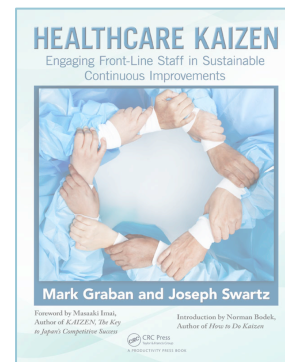
You are forgiven for
your happiness and
your successes only if
you generously consent
to share them.



There is no joy other than the joy of creating. There is no man who is truly alive other than one who is creating. All others are just shadows on the earth with nothing to do with being alive. The joy of living, whether it is love or action, is the joy of creating.

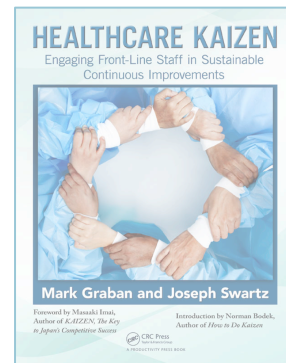
—**Romain Rolland**

Nobel Prize Laureate in Literature



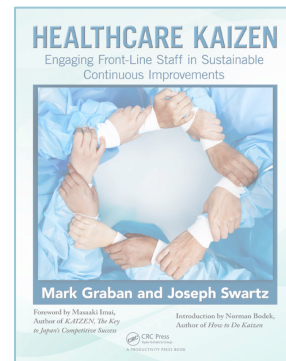
Henry Ford

Whether you think that you can, or that you can't, you are usually right.



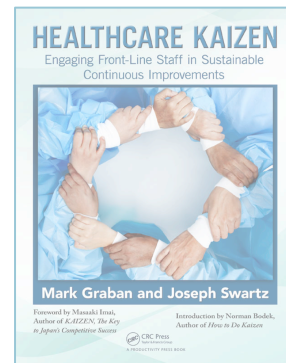
Mark Twain

**Nothing so needs
reforming as other
people's habits.**



Shigeo Shingo

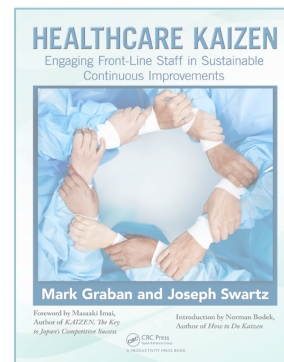
90% of
resistance is
cautionary.



John Arthur Porter

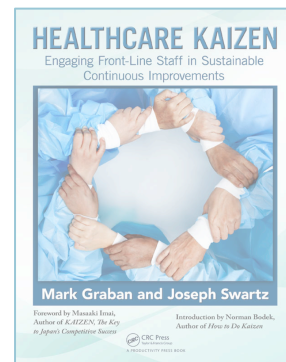
People underestimate their capacity for change. There is never a right time to do a difficult thing. A leader's job is to help people have vision for their potential.

—John Arthur Porter
Canadian sociologist



I Peter 2:17

**Show proper
respect to
everyone.**



Coaching & Workshops

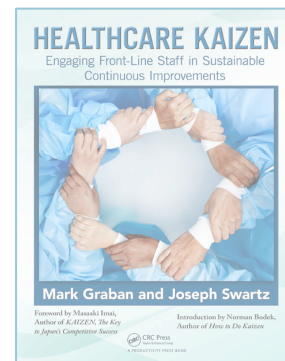
How can we help you?

Does your organization need coaching or support with your Kaizen efforts?

Mark Graban and Joe Swartz can help you with anything from a 1-hour talk or presentation, a multi-day on-site visit, or an ongoing coaching relationship. Our passion is healthcare, but we have experience in other industries. These ideas can also be taught and applied in manufacturing, services, retail and restaurant, non-profit settings, and more. Ask us how we can teach you Kaizen and get you started.

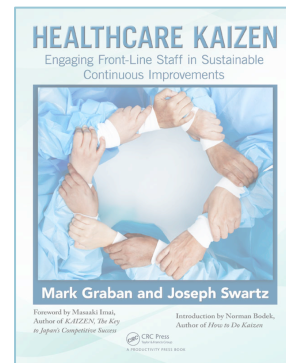
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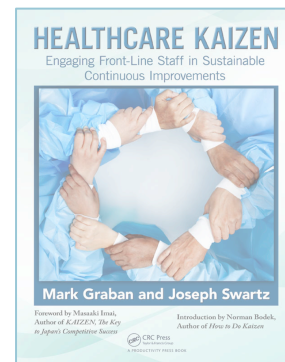
Sir Winston Churchill

Courage is what it takes to stand up and speak, Courage is also what it takes to sit down and listen.



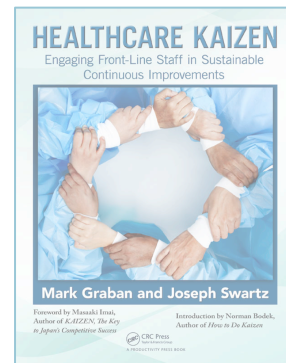
Steve Jobs

If you are working on something exciting that you really care about, you don't have to be pushed. The vision pulls you.



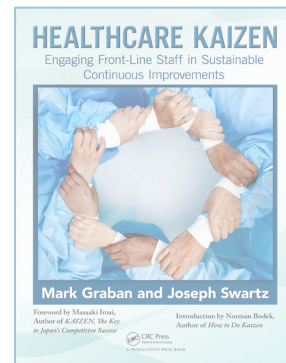
Friedrich Wilhelm Nietzsche

*Man will put up
with any "how" if
he has a "why."*



Kurt Lewin

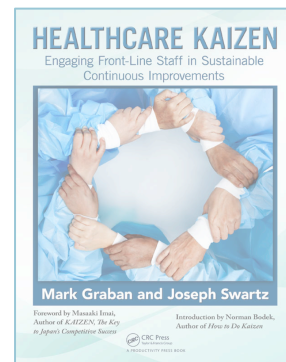
People support what they create.



Nowadays, I make it a practice to call [my workers] into consultation on any new work. I observe they're more willing to set about a piece of work when their opinions are asked and their advice followed.

—**Columella**

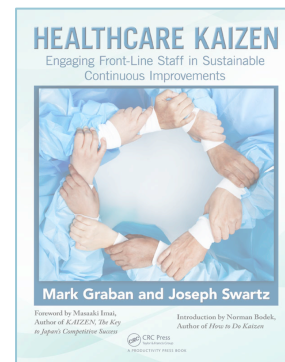
Roman landlord, 100 A.D.



The greatest source of competitive advantage is not really cost or quality, but creativity.

—John Micklethwait

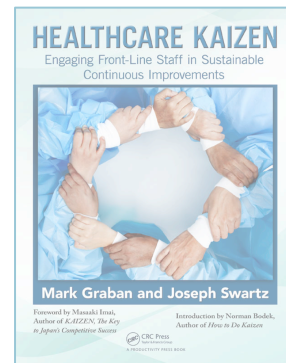
Editor-in-Chief, The Economist



If there is no sense of trust in the organization, if people are preoccupied with protecting their backs ... creativity will be one of the first casualties.

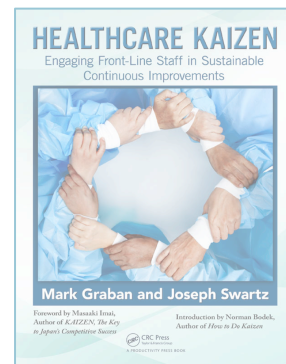
—Manfred F. R. Kets de Vries

Clinical professor of leadership, INSEAD



George Bernard Shaw

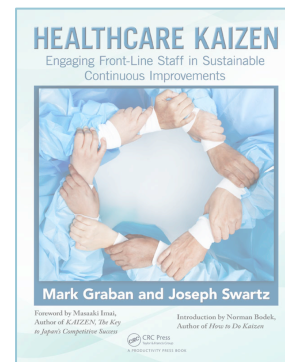
Those who cannot
change their
minds cannot
change anything.



Never take a person's
dignity—it is worth
everything to them and
nothing to you.

—**Frank Barron**

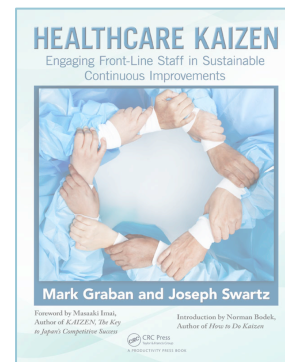
A pioneer in the psychology of creativity



Saying yes to Kaizen was easy for me. As a leader, I recognize my role is to lead others to create the future of our organization. I knew our future required the continuous development of the improvement skills and abilities of all our staff and their engagement in continually improving the services we provide to our patients and their families.

–Bob Brody

CEO, Franciscan St. Francis Health

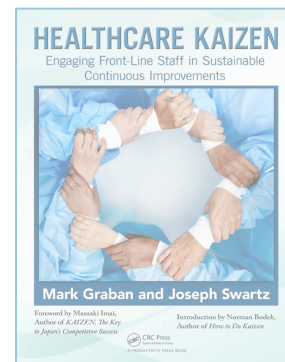


John Toussaint

The key to successful Lean implementation is that leaders have to change. We have to change from the all-knowing, being “in charge,” autocratic “buck stops with me,” impatient, blaming person—who is a control freak—to the person who is patient, knowledgeable, a good facilitator, willing to teach, actually willing to learn, be a helper, an effective communicator, and be humble.

— John Toussaint

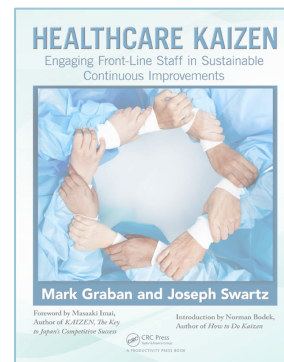
CEO, ThedaCare Center for Healthcare Value



The [servant] leader has a vested interest in the success of those being led. Indeed, one of our roles as a leader is to assist them in becoming successful.

—**James C. Hunter**

Author

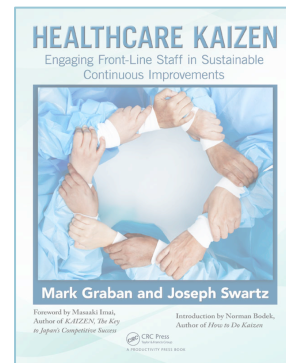


Jamie Flinchbaugh

Being “behind” an initiative is quite different than being in front of it [leading the initiative].

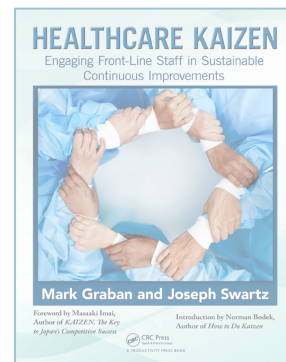
—**Jamie Flinchbaugh**

Author and consultant



W. Edwards Deming, Ph.D.

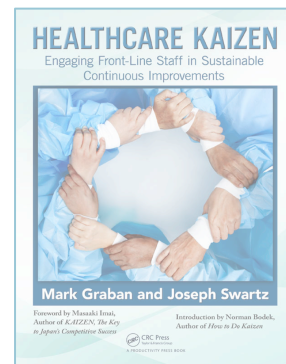
It is not enough that top management commit themselves for life to quality and productivity. They must know what it is that they are committed to—that is, what they must do. These obligations cannot be delegated. Support is not enough; action is required.



Kaizen requires an upfront investment of time and effort, but it pays you back at least ten times the upfront investment in patient and staff satisfaction and retention.

—Paula Stanfill

Manager, NICU, Franciscan St. Francis Health

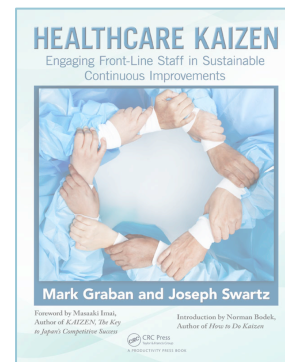


Kathryn Correia

When you go to gemba, it's an opportunity to sincerely thank everyone involved for their work. The funny thing is, as the leader, I also would like to thank them for allowing me to support them. I can't give direct care, but, contrary to the old style CEO walking around to be seen, it is a privilege for me to see the team. Every time I am in gemba it reminds me of why, just like clinicians, I went into health care. It feels good.

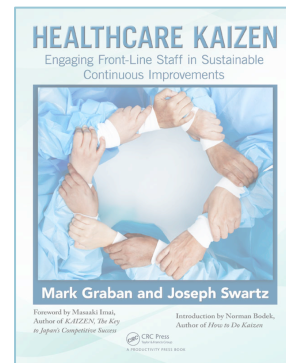
—Kathryn Correia

Former President of Appleton Medical Center and ThedaClark Medical Center and Former Senior Vice President of ThedaCare



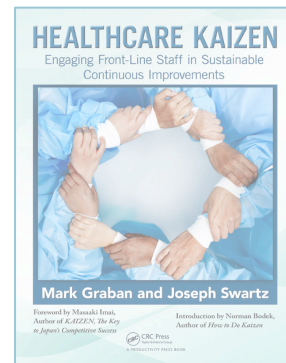
W. Edwards Deming, Ph.D.

**You have to
manage a system.
The system
doesn't manage
itself.**



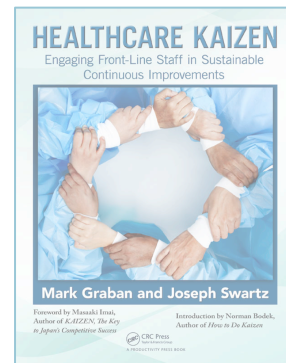
Masaaki Imai

Kaizen is a mindset. Many lean practitioners put kaizen in their toolbox, but those who strive to live it each day are the people who are making a difference in people's lives.



Albert Einstein

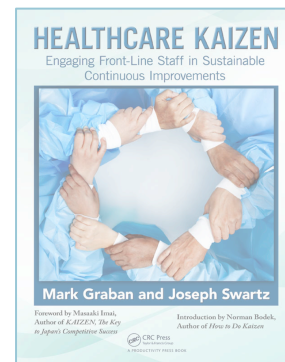
No problem can be solved from the same level of consciousness that created it.



The national numbers for waste in healthcare are between 30% and 40%, but the reality of what we've observed doing minute-by-minute observation over the last three years is closer to 60%.

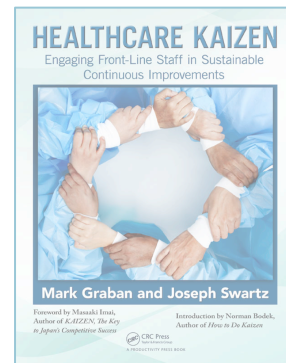
—**Cindy Jimmerson, RN**

Author and consultant



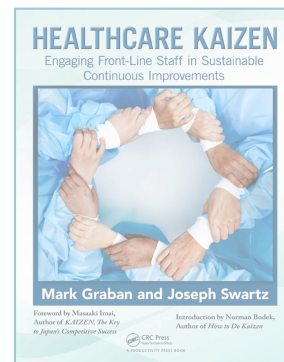
Masaaki Imai

[Toyota's Taiichi] Ohno urged managers, too, to visit gemba. He would say, "Go to gemba every day. And when you go, don't wear out the soles of your shoes in vain. You should come back with at least one idea for kaizen."



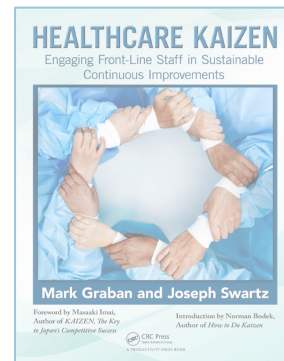
Rudyard Kipling

**I keep six honest
serving men. They
taught me all I knew.
Their names are What
and Why and When
and How and Where
and Who.**



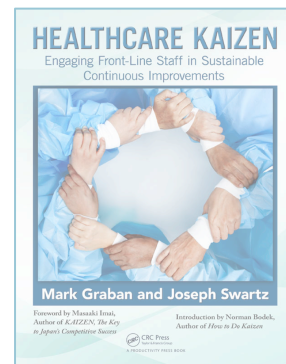
Benjamin Franklin's Root Cause Analysis:

For want of a nail a shoe was lost,
for want of a shoe a horse was lost,
for want of a horse a rider was lost,
for want of a rider an army was lost,
for want of an army a battle was lost,
for want of a battle the war was lost,
for want of the war the kingdom was lost,
and all for the want of a little horseshoe nail.



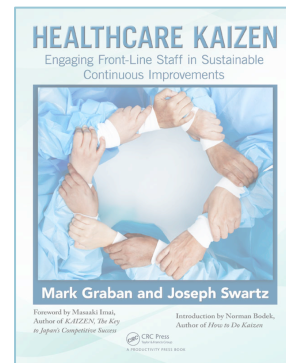
W. Edwards Deming, Ph.D.

If you pit a good performer against a bad system, the system will win almost every time. We spend too much time fixing people who are not broken and not enough time fixing organizational systems that are broken. Only leadership has the power and responsibility to change the systems.



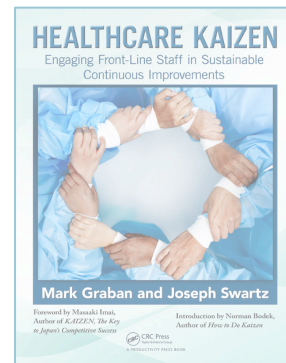
Shigeo Shingo

It had dawned on me that the occurrence of a defect was the result of some condition or action, and that it would be possible to eliminate defects entirely by pursuing the cause.



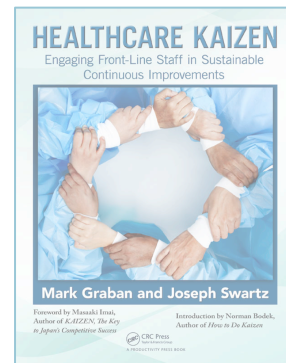
Julia Child

You want to be able to find and stash everything easily ... unless you're one of those people who like to live in a mess.



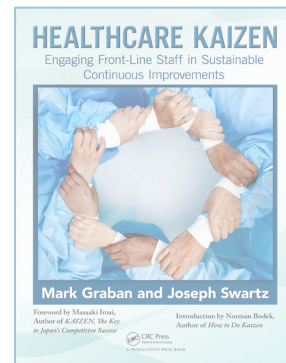
Henry Ford

Coming together is a beginning. Keeping together is progress. Working together is success.



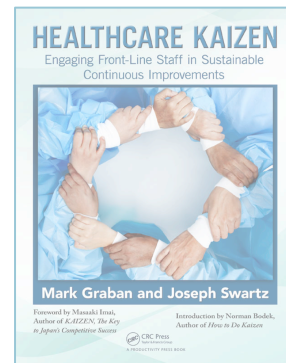
Chinese Proverb

If you want one year of prosperity, grow seeds. If you want ten years of prosperity, grow trees. If you want 100 years of prosperity, grow people.



Jenny Craig

It's not what you do
once in a while, It's
what you do day in and
day out that makes
the difference.



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