

Lynne Cunningham's
Book Review

I just read a great book that I think should be added to your Service Excellence Library.

Book	<i>Leadership for Smooth Patient Flow: Improved Outcomes, Improved Service, Improved Bottom Line</i>
Author	Kirk Jensen, Thom A. Mayer, Shari J. Welch, Carol Haraden
Pillar of Excellence	All of them
Publisher's Book Description	<p>The payoff for improving patient flow goes far beyond shorter wait times. When patients flow smoothly through the care process, nurses and physicians have the time they need to provide safe and compassionate care. Treatment is provided in the optimal setting, which reduces risk and improves outcomes. Patients feel satisfied and recommend your services to others, and your bottom line improves as more patients are treated.</p> <p>This book provides the inspiration, information, and ideas you need to lead patient flow improvement efforts at your organization. You will learn from the successes and failures of the authors—healthcare leaders who have played pivotal roles in patient flow improvement projects. The book begins by explaining the fundamentals of patient flow and providing a solid business case for pursuing improvement efforts. It uses real-life examples to explain common patient flow theories and improvement methods.</p> <p>The heart of the book focuses on the practical information and leadership techniques you can use to foster change and remove the barriers to smooth patient flow.</p> <p>You will learn how to:</p> <ul style="list-style-type: none"> • Break down departmental silos and build a multidisciplinary patient flow team • Use metrics and benchmarking data to evaluate your organization and set goals • Create and implement a reward system to initiate and sustain good patient flow behaviors • Improve patient flow through the emergency department—the main point of entry into your organization <p>The book also explores what healthcare institutions can learn from other service organizations including Disney, Ritz-Carlton, and Starbucks. It discusses how to adapt their successful demand management and customer service techniques to the healthcare environment.</p>
LC Review	The authors describe many tools and processes that are completely aligned with the work done by Studer Group. They document the impact of these “Quint-essential” behaviors. This is an incredibly well-researched book that will be a reference for every operational leader in your hospital. There are outstanding references and recommendations for further reading at the end of every chapter.
Page	<i>Lynne suggests that you pay special attention to some of these features in the book.</i>
xv	We offer our perspectives on making the shift from push to pull in your own healthcare system – on improving patient flow.

5	<i>Excellence is what we strive for, but consistency is what we demand.</i> Spinoza	
11	At the change of shift, do your nurses walk into the patient's room to introduce the nurse coming on duty, saying, "Mr. Smith, this is Jim, one of my nursing partners. He's going to lead the team delivering your care for the next eight hours – I've briefed him thoroughly about you and he knows your care plan?" Jim then says, "Mr. Smith, I've been looking forward to meeting you. Please let me know if you have any questions at any time."	
30 - 31	Great tools about the psychology of waiting and tools for managing wait times.	
62+	The Cost of a Complaint – broken down in each component - \$400. And the true cost of patient complaints is disappointed patients who tell others.	
127	<i>It is hard to push with a rope – pulling works better.</i> Irish proverb	
151	<i>A great assessment of the impact Rapid Response Teams can have on clinical outcomes and risk reduction.</i>	
164	There may be a better way of constructing the system both for you and your patients. You don't have to keep doing things the same old way because it is the culture of your system, because everybody is comfortable with it, or because it is the way you've always done things. Sometimes the wheel, or in this case perhaps the road, does need to be reinvented. We must think beyond the systems we have inherited or that have evolved in ways that don't now work best for patients, healthcare workers, or administrators – any maybe never did.	
Overall rating	Good. An excellent resource for the operational leader who knows that great service, outcomes and results require processes that support great patient care.	
Publisher and Year Published	HAP/ACHE Management Series Institute for Healthcare Improvement http://www.ache.org/pubs/jensen.cfm	2007
Price	\$69	
Recommended by	Thom Mayer – author and Studer Group colleague	

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