

Lynne Cunningham's  
Book Review

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

<b>Book</b>	<b><i>10 Powerful Ideas for Improving Patient Care – Book 4</i></b>
<b>Author</b>	Maureen Bisognano and James Conway
<b>Pillar of Excellence</b>	Quality
<b>Publisher's Book Description</b>	<p>This is the fourth book in a series designed to share innovations in patient care. It includes improvement approaches selected by two senior leaders at the Institute for Healthcare Improvement. These proven strategies are reliable, innovative, and ready for implementation.</p> <p>Ideas explored in this book include:</p> <ul style="list-style-type: none"> <li>➤ Harnessing and leveraging the power of middle managers</li> <li>➤ Assigning personal guides to help patients and their families navigate the treatment process</li> <li>➤ Using simulations to provide technical skills training to staff and promote behavioral and cultural change</li> <li>➤ Engaging board leaders in patient safety and quality initiatives</li> </ul>
<b>LC Review</b>	The book is filled with excellent practical tips for improving clinical quality as well as patient satisfaction.
<b>Ideas</b>	<b><i>Lynne suggests that you pay special attention to some of these features in the book.</i></b>
<b>Idea 1</b>	<p><b>Change Handoffs to Handovers</b></p> <p>Recent studies reveal that the riskiest places in healthcare – places where errors are most likely to occur – are between providers.</p> <p>Concept of the “Lollipop Man”.</p> <p>The average number of technical errors per handover fell by 42 percent and the number of information omissions fell by 49 percent.</p>
<b>Idea 2</b>	<b>Involve Patients in Care Redesign – Just Do It!</b>
<b>Idea 3</b>	<p><b>Eliminate Muda</b></p> <p><b>Muda</b> is any activity that is waste because it doesn't add value for the consumer but does add consumer resources. <b>Mura</b> describes waste that comes from the unevenness of operations. <b>Muri</b> is the overuse of people and equipment</p>
<b>Idea 4</b>	<b>Leverage the Power of Middle Managers</b>

	<p>Leaders must master the following core skills:</p> <ul style="list-style-type: none"> <li>▼ Design an effective learning structure</li> <li>▼ Use improvement methodologies</li> <li>▼ Understand measurement for improvement and have financial literacy</li> <li>▼ Team building</li> <li>▼ Teach and coach frontline staff</li> </ul>
<b>Idea 5</b>	<p><b>Execute Your Strategies</b></p> <p>Improvement is founded on three essential elements: will, ideas and execution.</p>
<b>Idea 6</b>	<p><b>Use Patient Navigation</b></p> <p>In the U.S., the single most predictive factor of health status is a person's race. The Patient Navigation System assigns personal guides to help disadvantaged cancer patients and their families navigate the cancer treatment process.</p>
<b>Idea 7</b>	<p><b>Implement Simulation Training</b></p> <p>Simulation is rehearsal-based training and can be used to teach technical skills.</p>
<b>Idea 8</b>	<p><b>Engage Board Leaders</b></p> <p>Board members need to hold the CEO accountable for quality and safety goals; participate in the development of explicit criteria to guide medical staff credentialing and privileging; and set the quality agenda.</p> <p>Six key Board Behaviors:</p> <ol style="list-style-type: none"> <li>1. Set Aims</li> <li>2. Get Data and Listen to Stories</li> <li>3. Establish and Monitor System-Level Measures</li> <li>4. Change the Organizational Environment, Policies and Culture</li> <li>5. Learn</li> <li>6. Establish Executive Accountability</li> </ol>
<b>Idea 9</b>	<p><b>Adopt New Building and Space Designs</b></p> <p>Nurses spend one-third of their time walking. Low light levels, frequent distractions and high noise levels contribute to errors and work-system failures. Patients also suffer from constant interruptions and distractions.</p> <p>Simple Ideas:</p> <ul style="list-style-type: none"> <li>▼ Bright red "do not disturb" smocks for nurses dispensing medications.</li> <li>▼ Regular, imposed quiet times for patients.</li> <li>▼ Yacker trackers to monitor noise levels on the unit.</li> <li>▼ Use checklists to increase process and preparation reliability.</li> </ul>

<p><b>Idea 10</b></p>	<p><b>Do the Right Thing: Communicate, Apologize, Support, Resolve and Learn</b></p> <p>Recast disclosure in the broader context of ongoing communication and collaboration with patients and family.</p> <p>The proper response includes:</p> <ul style="list-style-type: none"> <li>▼ Be transparent and honest</li> <li>▼ Take responsibility</li> <li>▼ Apologize</li> <li>▼ Provide follow-up information</li> <li>▼ Support the caregiver</li> <li>▼ Provide continuing support for the patient</li> <li>▼ Train caregivers</li> </ul>	
<p><b>Overall rating</b></p>	<p>Very good. An excellent resource for process improvement.</p>	
<p><b>Publisher and Year Published</b></p>	<p>2008</p>	<p>Health Administration Press</p>
<p><b>Price</b></p>	<p>\$39</p>	<p>Available on <a href="http://www.amazon.com">www.amazon.com</a></p>
<p><b>Recommended by</b></p>	<p>Health Administration Press</p>	

*This book report is posted at [www.studergroup.com](http://www.studergroup.com). To read additional titles reviewed and recommended by Lynne Cunningham, visit [Book Reviews under Tools and Knowledge at www.studergroup.com](#).*