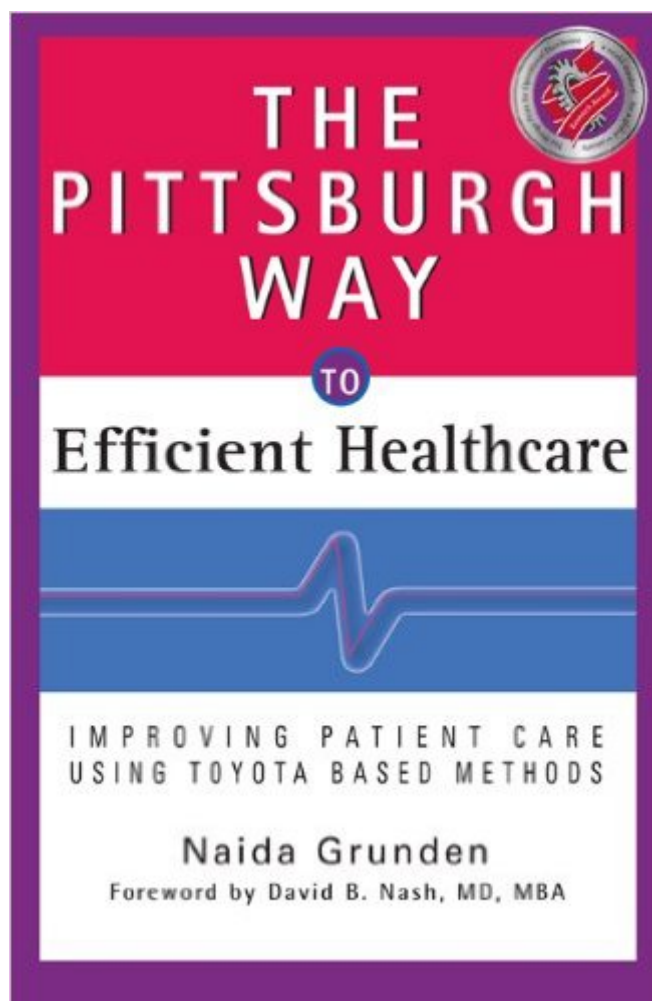


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# The Pittsburgh Way To Efficient Healthcare: Improving Patient Care Using Toyota Based Methods



## Synopsis

Winner of a 2013 Shingo Research and Professional Publication Award America's healthcare system needs to change. Not only does our country spend 16 percent of its gross domestic product on healthcare, but despite spending more than other industrialized countries, our general health lags behind. While we have plenty of data identifying where healthcare in America falls short, we've precious little practical, hands-on information about how to fix it. In *The Pittsburgh Way to Efficient Healthcare*, Naida Grunden provides an ingenious and optimistic look at how principles borrowed from industry can be applied to make healthcare safer, and in doing so, make it more effective and less costly. The book is a compilation of case studies from units in different hospitals around the Pittsburgh region that successfully applied industrial principles to the benefit of patients and the satisfaction of employees. *The Pittsburgh Way to Efficient Healthcare* is written for all healthcare stakeholders – from clinicians to insurers to employers to those who have the greatest stake in healthcare quality improvement, the patients.

**About the Author:** Naida Grunden has been a business and technical writer for over 25 years, specializing for the past six years in health and medical writing for the Pittsburgh Regional Health Initiative. She writes the PRHI Executive Summary newsletter, a publication she founded in 2001 ([www.prhi.org](http://www.prhi.org)). Her work has appeared in publications as varied as the *Joint Commission Journal on Quality and Patient Safety* and *Air Line Pilot* magazine. Ms. Grunden received the 2006 Challenge Award from the American College of Clinical Engineering for her article on the VA wheelchair work in *Biomedical Instrumentation and Technology* magazine. Ms. Grunden completed her B.A. in English at California State University, East Bay, and her secondary English teaching credential at California State University, San Francisco. She lives in Bellingham, Washington. Visit her website at [www.NaidaGrunden.com](http://www.NaidaGrunden.com).

## Book Information

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## Customer Reviews

Great book. I especially enjoyed the chapter on myths about electronic health records, which makes the best case to date for doctors about "What's in it for me?" Other sections, such as making handoffs safer and reducing medication errors are full of practical suggestions for improving care for our communities. I heartily recommend reading this book and implementing its suggestions. Kenneth H. Cohn, M.D. Author of "Better Communication for Better Care" and "Collaborate for Success!"

Full disclosure: I used to work with Naida Grunden at PRHI and was involved with some of the work she describes in her book. But it is precisely because I was buried in the weeds of the work that I appreciate Grunden's ability to extract a fair, accurate, and engaging narrative out of each story. She is a superb writer and I've found this book to be the ideal text for introducing healthcare workers to the connection between Toyota and healthcare. I have since moved on from PRHI and am currently leading a hospital through a lean transformation. To that end I teach an 8 hour introductory course for every hospital employee. I assign portions of The Toyota Way by Jeffrey Liker and chapters from The Pittsburgh Way. Every time I teach the course, I have had participants ask me if they could keep their copy of The Pittsburgh Way a little longer in order to finish reading it. No one has ever asked to hold on to The Toyota Way! The first chapter of The Pittsburgh Way--the gut-wrenching story of Steve and Diane Lares is a powerful emotional hook to the compelling need for a new way of organizing the delivery of care. The rest of the book translates abstract theory into practice--concrete healthcare practice. There's no better way to reach the frontlines in healthcare.

Naida Grunden has written a practical, yet technically sound book regarding the tremendous work that has taken place in the Pittsburgh region. It speaks clearly to those within the healthcare industry that may be "put off" or can't relate to the more common Lean writings of those from industry, and that attempt to force manufacturing's Lean approach as a pure translation to healthcare. Naida not only outlines the work that has taken place, but also shows the residual benefits that can result from sustained dedication to Lean principles. Various Lean education programs such as Belmont University's Lean Healthcare Certificate Program are using "The Pittsburgh Way" as a part of their curriculum and for good reason. Thanks Naida for writing this book, and we in the industry look

forward to future writings resulting from your work.

In clear prose Grunden outlines how to prevent a host of medical mishaps that occur all too commonly in hospitals, emergency rooms and doctor's offices; things such as hospital-acquired infections (including MRSA), medication errors and waiting room snafus. These are low cost and low tech methods that can actually improve patient care and save lives! This book should be required reading for health care administrators, physicians, nurses and pharmacists. And it should be in every medical school, nursing school and hospital library. George Young, MD

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