

Challenges in Surveying Quality Initiatives in US Hospitals

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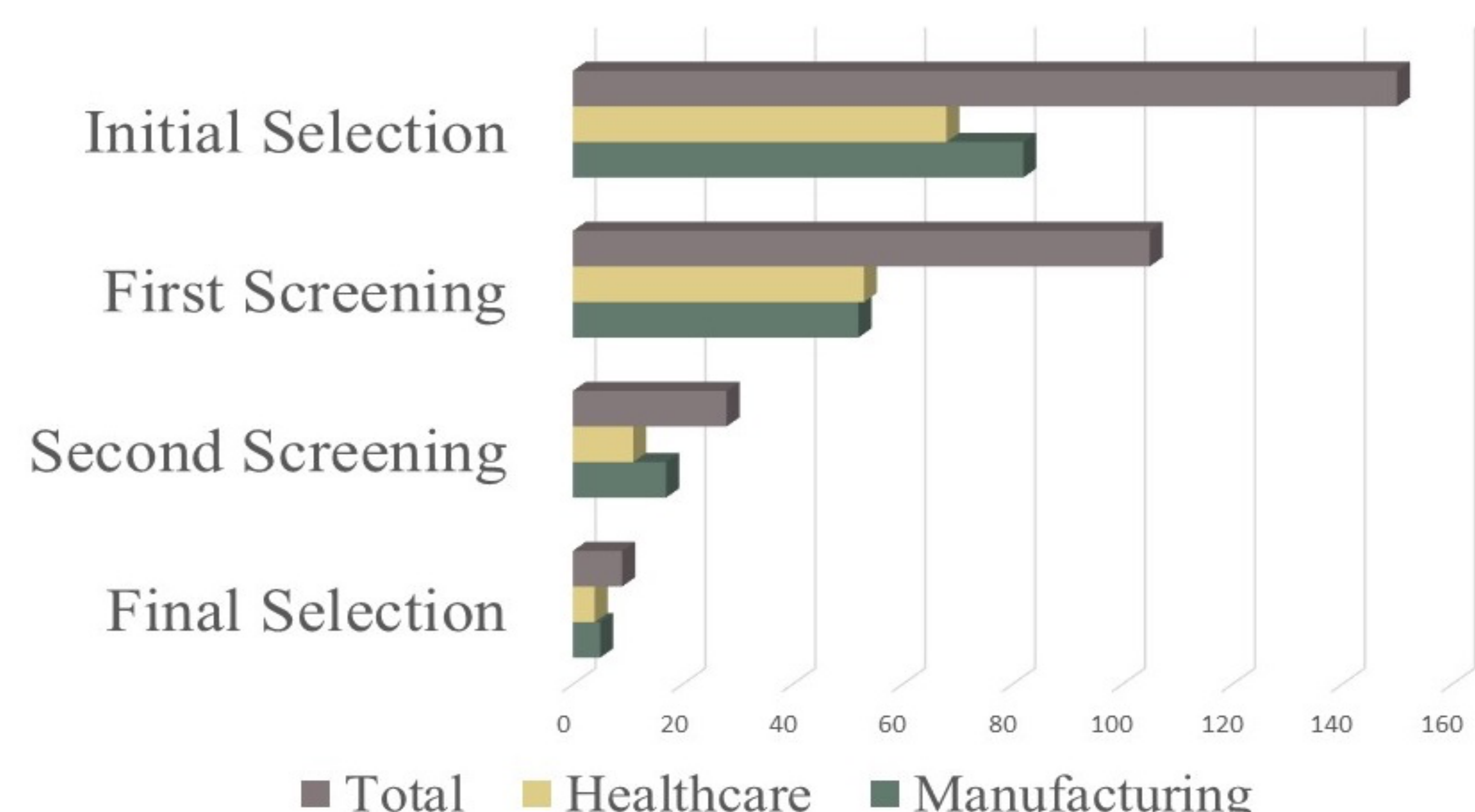
Abstract

Healthcare is a natural candidate for the application of the systematic, data driven techniques defined by the philosophies of lean principle. This poster presents the results of a literature review of the relationship between Quality Management practices and their effects on healthcare outcomes. It summarizes factors used in manufacturing and healthcare to measure the depth of these Quality Improvement Initiatives in the culture of the organizations.

Methodology

This poster is the result of a synthesis focused systematic literature review which is performed over several databases such as BIOSIS Previews, MEDLINE, ProQuest. The initial 150 articles were selected based on the keywords including but not limited to 'Lean Principle', 'Healthcare' and 'Critical Success Factors' (CSF) were used during the research. The graph below shows how the articles present on the table were selected.

Article Screening Process

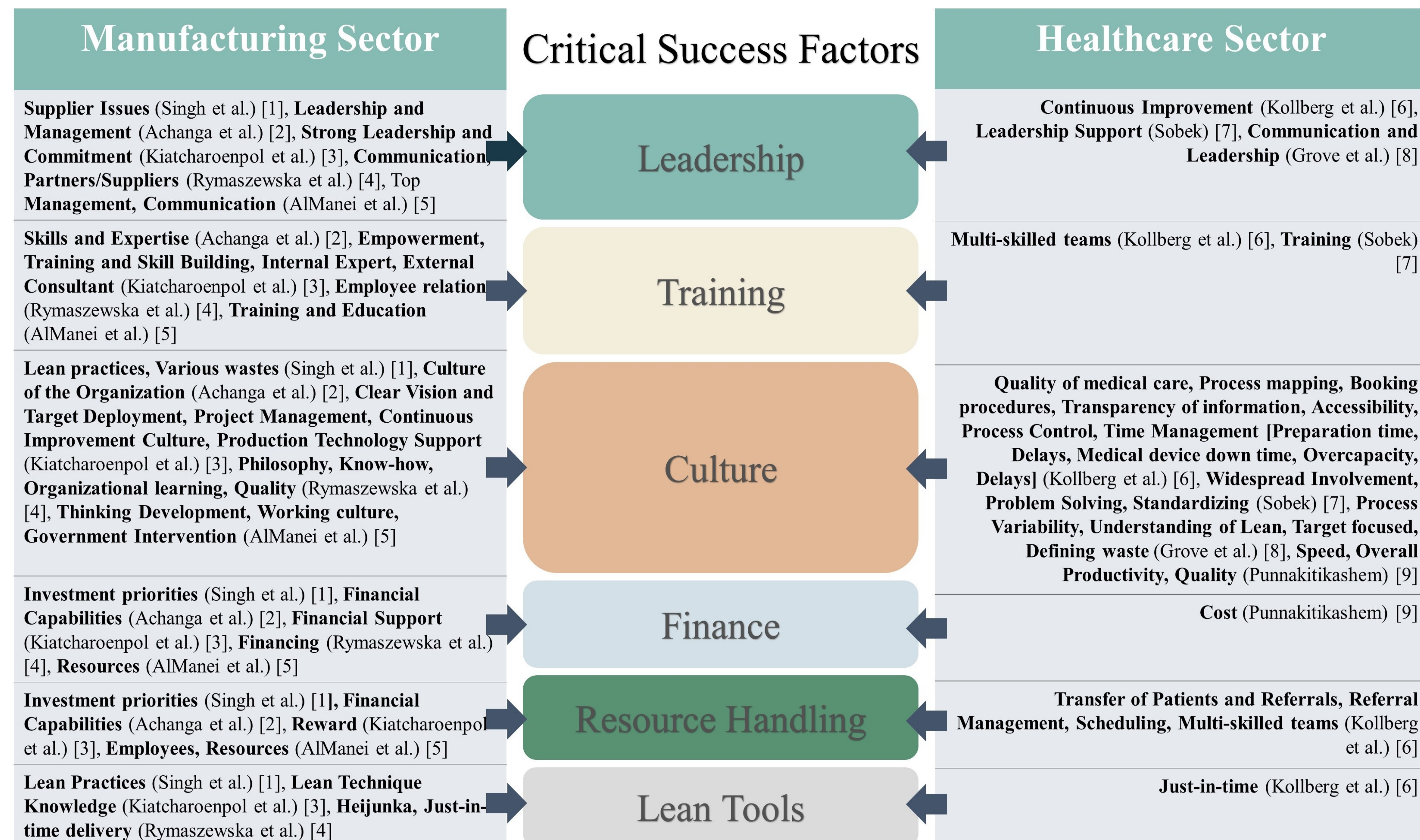


The final nine selected articles were screened in two iterations based on the following criteria:

1. Their research question, research models, methods and findings.
2. The factors used to measure the lean implementation in the article.

References:

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The CSFs in the table can be defined as follows:

- ❖ Leadership: The involvement and guidance of management in order to implement and maintain the organizational transformation correctly.
- ❖ Training: The methodology and techniques used in order to train the employees for the implementation process.
- ❖ Culture: The process used for implementation of lean in the organization and the involvement of all the members of the team.
- ❖ Lean Tools: Which tools were used and extent of usage of those tools.

- ❖ Human Resource Handling: The allocation and motivation of human resources.
- ❖ Finance: The allocation and management of financial resources.

Conclusion

This poster proposes a research model with six critical success factors as independent variables with the help of the factors or measure found from the literature review performed in the field of manufacturing and healthcare. It helps find the similarities and differences between the implementation of lean principles in the two industries. Our intention is to use the model to examine the impact quality improvement initiatives have on healthcare outcomes as compared to manufacturing sector outcomes.