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## Driving process improvement

Every organization, large or small, is interested in continuous improvement and constantly improving to meet internal and external needs. There are some standard, very simple continuous improvement processes that are used by companies. The Process plan, do, study, act is commonly used and is easy to understand and implement. Planning is an important part of continuous improvement. Companies need to consider what they will do to meet certain business objectives. For example, if the company is interested in expanding to new service areas, it should identify the areas in which it intends to move and then plan how this expansion will be carried out. Planning is a critical first step in the continuous improvement process. Once a plan has been developed, it's time to put that plan into practice, or implement it. Well-developed plans will contain strategies, tactics, and action plans that clearly describe to the organization and its members what should be done, when and by whom. In fact, doing involves putting into practice a number of activities or actions. Once a plan is implemented, the next step is to study the impact of this implementation. For example, suppose an enterprise plans and implements a new safety program designed to reduce the number of on-premises accidents in a factory. As the plan is implemented, the company studies the impact of the plan on security levels. If safety levels improve, the company assumes that the plan has had a positive impact. If security levels remain the same or decline, the company assumes that the plan has not had a positive impact. Based on the results after the implementation of the plan, companies then take action. If the results are favorable, the company will continue to implement the plan and perhaps disclose the plan to other parts of the organization. If the plan has not been a success, the company will consider what it has learned and begin the planning cycle —plan, study, act—again as part of its ongoing improvement efforts. Improving processes is essential for business and, in particular, for health. Health care is under close scrutiny due to rising costs. Even hospitals, clinics and doctors who are doing well in the areas of care and cost can always improve. Lean and Six Sigma are just two tools that will guide you to find opportunities for improvement in health care, positively impacting patient care, relationships with physicians, employees, suppliers and customers. Identify opportunities for improvement in health care by setting goals. This should be done in a top-down order, where the goals for the general organization are identified, then the goals for each department are identified and ultimately are goals for each process. Goals across the organization may include higher ratings in accreditation associations and health care reports such as the Joint Committee, Joint, reducing overall costs, increasing patient performance, reducing staff turnover, and more practicing physicians. Department-throughout goals may include reducing the return time of procedures, reducing duplicate paperwork, and increasing employee satisfaction. Process goals can include reduced patient wait times and simplified processes. Use tools such as: mission instructions, process maps, and value stream mapping. Process maps show a procedure in its entirety, including deadline and resources. A value stream map focuses on value-added parts of a process, rotating horizontally across the value stream map, while unvalued parts of the process are displayed vertically. Look for ways to measure the objectives of the organization, departments, and processes, using dashboards and data sampling. Dashboards are used to visually show the status of a process against the achievement of an objective. A panel indicates that part of the process is being measured, such as patients per day, what is the current count in relation to the objective and will be conditioned the color to have visual impact, showing if the process is on target (green), in danger of not making a target (yellow) or not making the target without drastic measures (red). Data sampling collects information for statistical analysis and takes into account data points -- the return time of procedures. Collect data and analyze it to identify outliers who will identify opportunities for improvement. The data collected will depend greatly on the time or goal being measured. For example, if you are looking to improve the number of verification rewrites required, your data will include all checks that are written; the checks that are rewritten would be indicated as such so that you can find a percentage to know what your starting point is. An outlier is a data point that is outside most data points. Outliers are opportunities for rapid improvement. An outlier can be a turnaround time in an x-ray reading that took 24 hours because the reading results were misplaced in an email inbox. A quick solution to this would be to set up an email alert when messages from the radiologist, whether outsourced or internally, are received. Use tools such as ANOVA, standard deviation, regression analysis, and normality tests to analyze the data. ANOVA, analysis of variance, is a statistical calculation that identifies sources of variances. Data points can be time per patient in mri rooms. Sources of variance within schedules may be day of the week, requesting doctor, patient's age, patient's gender, or number of The standard deviation does not look at the individual variances within the data points, but you will find the standard of the data points collected and, in doing so, will identify the data points that are outside the norm. These are are that need to be reviewed to determine what occurred to produce an out-of-the-norm data point. Regression analysis creates a prediction model with numerous variables. The normality test work has re-changed through a process to determine whether a model is realistic and achieves the desired results. If the goal is to have a turnaround time for three-hour image readings, then the following information would be inserted into a normality test: minutes from when the image is created and when it is sent to the radiologist, time for the radiologist to read it, time for the results to be sent back to the health organization and time for the results to be sent to the doctor ordeno. If these times do not total less than three hours under normal circumstances, then the model will not meet the desired goals. Use goals, measurements, data and statistical analysis to identify opportunities for improvement, using tools such as: control/influence matrix, brainstorming, quality critical, customer voice, current reality trees and prerequisite trees. A control/influence matrix leads a project team through parts of a process, determining whether the project team has control, influence, or non-control or influence during a part of the process. Discussions need to be held with all stakeholders in a process: the process owner (management), processors (team-level employees), and customers (whether patient or medical) to determine what is critical to quality. Customer voice focuses on improvement based on customer needs and desires. Interviews, surveys, or quizzes can be used to find out what the customer is saying. Current reality trees (CRTs) show project teams a current list of issues within a process. A CRT will lead the project team through the downstream effects of the problems within the process. Downstream effects of incomplete medical orders may be for a patient to wait in an examination room with a paper

robe on for an hour while employees try to locate the doctor for clarification on the orders. A prerequisite tree is read from top to bottom, with the desired result listed at the top, and the prerequisites for getting that result listed below. Prerequisites can be obstacles in a current process that are not working, such as proper lab instructions that are not communicated to a patient or a part of a process that currently does not exist that needs to be entered, such as requiring all employees to use direct storage. Hiring new talent is an inevitable and critical part of being a business leader, and it's more complicated than just reviewing resumes and conducting interviews. There are many that can deter applicants, from poorly crafted job descriptions to lack of communication about applications. However, there are also a few steps you can take that can facilitate the and encourage only the best candidates. Here are six tips to improve your hiring process. 1. Build a strong employer brand. According to an Office Vibe report, more than 75% of professionals are passive applicants who are not currently looking for a job but are open to new opportunities. Building a strong employer brand not only reduces employee turnover by 28%, but also attracts these passive candidates to your company rather than others. A Glassdoor survey found that 69% of respondents are likely to apply for a job if the employer actively manages their brand by responding to reviews, updating the company's profile, and sharing updates about the company's culture and work environment. When you focus on building a well-known employer brand, you won't have to do as much active recruitment. You will be a highly desired organization, flooding with candidates. 2. Move as quickly and efficiently as possible. Office Vibe reported that the best candidates are off the market in 10 days. It is important to act quickly, especially when you know you are interested in a specific candidate. Even if you haven't made a decision yet, you should follow the candidate frequently, discussing more position details to ensure you're on their radar. Also, answer any questions or concerns immediately to keep them up to date throughout the process. Editor's Note: Looking for recruitment software for your business? Use the questionnaire below to get information from a variety of vendors for free: Many companies write descriptions with lists of responsibilities and requirements, but one study found that this can alienate qualified employees, The Wall Street Journal reported. In the study, U.S. and Canadian researchers rewrote 56 job advertisements to emphasize two different approaches: the Needs-Supply approach, which focuses on what the company can do for the candidate, and the Demands-Skills approach, which focuses on what the company expects from the candidate. Of the 991 responses, candidates who responded to Needs-Supplies job lists were rated higher than those who responded to Demand-Skills ads. Focus on what your business can do for potential employees, and you'll attract candidates who best suit your needs. 4. Embrace digital trends and social media. Most people want to work for companies that follow the latest technological trends. Part of embracing the digital age means using public social media profiles to search candidates. Like most employers, you'll probably do a standard on candidates, but the candidate's social media profiles can offer more details about the individual as a person and an employee, for better or for better. While it is legally risky to allow a candidate's social media activity to have a factor in your hiring decisions, it can give you a better picture of someone you are interested in hiring. [See related related Pros and Cons of Social Media Background Checks] 5. Fit personality for work. While the right skill may seem like the most important factor in whether a candidate is a good fit, the truth is that skills can be acquired, but personalities cannot. Consider how a candidate's personality traits align with daily work tasks. For example, a trait like empathy would probably be much more important to a nurse or social worker than it would be to a tax lawyer or a computer programmer. What kind of person you hire depends on [the] culture of organization and the type of work, said Maynard Brusman, a San Francisco-based psychologist and founding director of the consulting firm Working Resources. A great person with all kinds of skills can be [a] suitable for one and [a] poor fit for another, simply based on their personality type. 6. Improve your interviews. A Study by Leadership IQ found that failures exhibited by new employees can result from flawed interview processes. Eighty-two percent of the 5,000 managers interviewed reported that interviewers were too focused on other issues, too pressured by time or without confidence in their interview ing skills to pay attention to red flags. According to Leadership IQ CEO Mark Murphy, this is because the job interview process focuses on ensuring that new hires are technically competent, while other factors that are just as important to employee success – such as coachability, emotional intelligence, temperament and motivation – are often overlooked. It is important to allow future employees to interview you as well. Letting candidates ask questions will give you a chance to see what's important to them, Brusman said. It also gives them a chance to determine that they want to keep chasing a job in their company, or decide that it's not the right fit for them. Be open and honest about what it will be like to work for your company, Brusman said. You want to give a realistic preview of the work environment. 7. Keep an eye on your opinions. Potential employees often seek inside information about companies they want to work for, and that includes salary estimates, interview tips, and reviews from current and former employees of sites like Glassdoor. According to Glassdoor, 46% of its members read the company's assessments before they even talk to a recruiter or hiring manager. Top applicants may not even run in the first place if they don't like what they see: 69% of jobseekers said they wouldn't take a job with a company that had a bad reputation, even if currently unemployed. Based on Glassdoor data, two actions that attract candidates include being active on review sites and posting accurate information. If you have a lot of negative comments from former employees, it may be time to work on your company's culture before trying to fill any opening opening This can improve employee retention and lead to more positive reviews that will attract quality employees. Editor's Note: Looking for recruitment software for your business? Use the questionnaire below to get information from a variety of vendors for free: Additional reports from the Business News Daily team. Some source interviews were conducted for an earlier version of this article. Article.

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