

Virginia Mason's Production System (VMPS)

10 years in - Transforming Health Care, Published 2011

Page 44 – Standard Work

'For many doctors and nurses the most difficult part of the change involved the focus on standard work. A lot of poor quality comes about through variation and lack of standardisation'.

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'Without standardisation you have no ability to measure what you're doing'.
'Without standards, there can be no improvement'.

13 years in – Acceleration Health Care Transformation with Lean and Innovation, Published 2014

Page 39 – Integrating Innovation and Lean in Practice

'The belief that lean thinking and innovation do not mix well is based on a superficial understanding of both'. 'When we first raised the notion of standard work, our doctors were aghast'. 'Standard work is the foundation for innovation'.