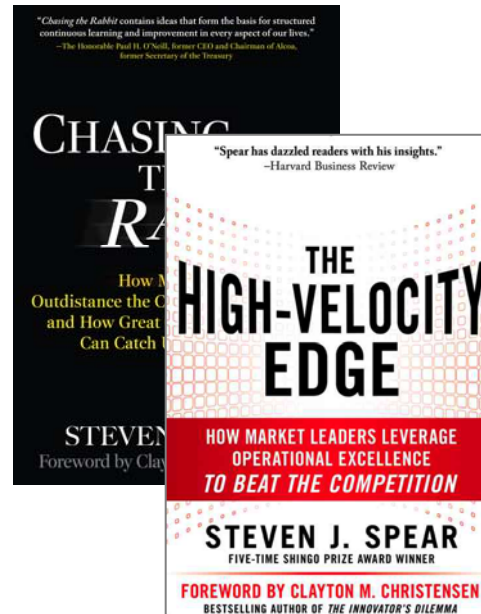


“Greatness is a Possibility”

Steven J. Spear

Senior Lecturer,
Massachusetts
Institute of
Technology

Senior Fellow,
Institute for
Healthcare
Improvement



Healthcare's Good News Bad News

Problems

- Structural:
Manage functions in isolation.

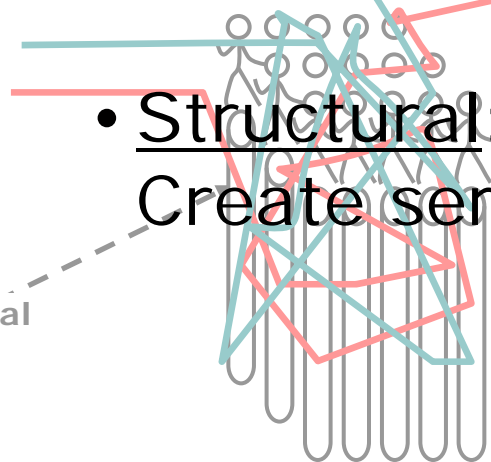
- Dynamic:
Constant workarounds.



Solutions

- Structural:
Create service lines.

- Dynamic:
Relentless improvement



“Greatness is a Possibility”

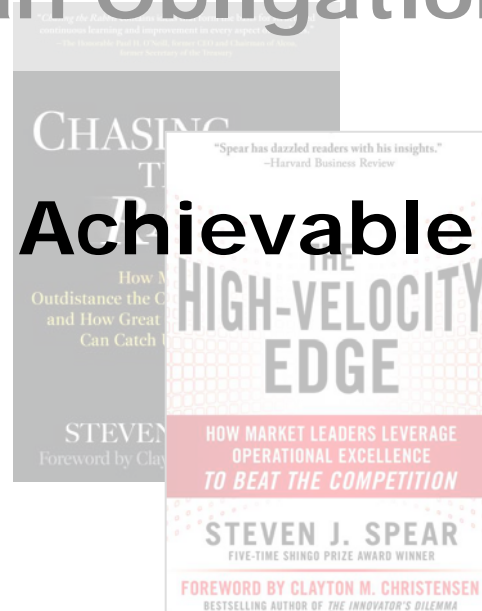
“Greatness is an Obligation”

Steven J. Spear

Senior Lecturer,
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“Greatness is Achievable”

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Selected Publications

- BOOK: *The High Velocity Edge: How Market Leaders Leverage Operational Excellence to Beat the Competition*, McGraw Hill, (Fall 2008)
- “Who Was Caring for Mary: Revisited,” with Frederick Southwick, *Academic Medicine* (December 2009).
- “Fixing Healthcare from the Inside: Teaching Residents to Heal Broken Delivery Processes As They Heal Sick Patients,” *Academic Medicine*. 81(10) Suppl:S144-S149, (2006).
- “Better Care for More People at Less Cost,” with Don Berwick *Boston Globe* op-ed (October 2007)
- “Learning from the Masters: By learning from Toyota and Alcoa how to manage complex work processes, hospitals can improve performance,” *Cerner Quarterly*, (2006).
- “Fixing Healthcare from the Inside: Teaching Residents to Heal Broken Delivery Processes As They Heal Sick Patients,” *Academic Medicine*. (2006).
- “Using Real-Time Problem Solving to Eliminate Central Line Infections,” with Richard Shannon and other co-authors. *Joint Commission Journal on Quality and Patient Safety*, (2006)
- “Operational Failures and Interruptions in Hospital Nursing Work,” with Anita Tucker, *Health Services Research*, (2006).
- “The Health Factory,” *New York Times* [op ed], (2005).
- (#) (*) “Fixing Healthcare from the Inside, Today,” *Harvard Business Review* (2005).
- “Ambiguity and Workarounds as Contributors to Medical Error,” with Mark Schmidhofer, *Annals of Internal Medicine* (2005).
- “Medical Education as a Process Management Problem,” with Elizabeth Armstrong and Marie Mackey, *Academic Medicine* (2004).
- (*) “Learning to Lead at Toyota,” *Harvard Business Review*, (2004)
- “Driving Improvement in Patient Care,” with Debra Thompson and Gail Wolf, *Journal of Nursing Administration* (2003).
- (*) “The Essence of Just in Time,” *Productivity, Planning, and Control*, (2002).
- (x) “When Problem Solving Prevents Organizational Learning,” with Anita Tucker and Amy Edmondson, *Journal of Organizational Change Management*, (2002).
- (*) “Decoding the DNA of the Toyota Production System,” with H. Kent Bowen, *Harvard Business Review*, (1999).

(#): McKinsey Award, One of top two articles in *Harvard Business Review*, 2005.

(*): Shingo Prize winning articles.

(x): Best paper proceedings, Academy of Management conference, 2001.



Speaker Profile

Steve Spear, senior lecturer at MIT and senior fellow at the Institute for Healthcare Improvement, is internationally recognized as an expert in innovation, operational excellence, and organizational learning, with deep experience in industry and health care. His reputation stems from award winning articles such as Harvard Business Review's "Decoding the DNA of the Toyota Production System" and "Fixing Healthcare from the Inside, Today," and his critically acclaimed and prize winning book Chasing the Rabbit: How Market Leaders Outdistance the Competition.

Spear focuses on creating organizational capacity for high speed, broad based, improvement and innovation. He has both studied already outstanding organizations and has also helped ordinary organizations become outstanding. Along those lines he helped create the Alcoa Business System and the Perfecting Patient Care System used by hospitals in Pittsburgh, and his work was the foundation for Pratt and Whitney's Engineering Standard Work for jet engine design. All are credited with marked increases in quality and capacity and reductions in cost.

His publications have appeared in Harvard Business Review, Annals of Internal Medicine, Academic Medicine, the New York Times, and the Boston Globe. Awards for his writing include five Shingo Research Prizes, a McKinsey Award from HBR, and a USA Books National Business Book Award.

Spear received his doctorate from Harvard Business School, masters of science in Mechanical Engineering and in Management from MIT, and his bachelors degree with a concentration in Economics from Princeton University.

