

Contents

<i>Preface</i>	<i>xi</i>
<i>Acknowledgments</i>	<i>xiii</i>
<i>Common Abbreviations</i>	<i>xv</i>
<i>Introduction</i>	<i>xvii</i>

Part I Smashing the Bottleneck: Moving Patients Through the Hospital 1

1 Understanding the Fundamentals of the Theory of Constraints	3
2 The First Focusing Step: Identify the Bottleneck	15
3 The Second Focusing Step: Exploit the Bottleneck.	25
4 The Third Focusing Step: Subordinate Everything to the Bottleneck	35
5 The Fourth Focusing Step: Elevate the Bottleneck	57
6 The Fifth Focusing Step: If the Bottleneck Has Been Broken, Go Back to Step One	65

Part II Moving Beyond the Bottleneck: Constraint Management in the Emergency Department and Inpatient Units 69

7 Understanding a Constraint.	71
8 More Arrows in the Quiver: Additional Concepts in the Theory of Constraints	75
9 Using Constraint Management to Improve Emergency Department Flow	87
10 Using Buffer Management to Facilitate Inpatient Unit Flow	107

Part III Outpatient Flow: Office Practices, Clinics, and Urgent Care Centers	117
11 Understanding the Outpatient Setting	121
12 Phase 1: Gaining Momentum	125
13 Phase 2: Stabilizing the System	133
14 Phase 3: Designing a Continuous Improvement Process	149
<i>Epilogue</i>	<i>159</i>
<i>Additional Reading</i>	<i>161</i>
<i>Index</i>	<i>163</i>
<i>About the Authors</i>	<i>173</i>