This is a sample of the instructor resources for *Lean Done Right: Achieve and Maintain Reform in Your Healthcare Organization*, by Thomas G. Zidel. This sample contains the PowerPoint slides for Chapter 4.

The complete instructor resources consist of 42 slides of the textbook's exhibits. If you adopt this text you will be given access to complete materials. To obtain access, e-mail your request to hap1@ache.org and include the following information in your message:

- Book title
- Your name and institution name
- Title of the course for which the book was adopted and season course is taught
- Course level (graduate, undergraduate, or continuing education) and expected enrollment
- The use of the text (primary, supplemental, or recommended reading)
- A contact name and phone number/e-mail address we can use to verify your employment as an instructor

You will receive an e-mail containing access information after we have verified your instructor status. Thank you for your interest in this text and the accompanying instructor resources.
Building a Lean enterprise is analogous to building a house. For this reason, the elements associated with Lean can be illustrated as a house, commonly referred to as the “House of Lean.” There are many variations to the House of Lean, some elaborate and complex. The House of Lean depicted in Exhibit 4.2 is straightforward yet includes all the necessary components for a Lean enterprise. Note that the three elements of standard work, user-friendliness, and unobstructed throughput form the foundation of the house.

Construction of a house must follow a logical sequence to ensure timely completion, minimize problems, and produce the best possible results. The most logical (and only plausible) sequence in which to build a house is to build it from the bottom up. Who would consider constructing a house by starting in the middle or beginning with the roof and working down to the foundation?

This logic is not always as apparent when implementing improvement methodologies in hospitals and other organizations, however. As discussed in Chapter 1, due to an overpowering
• Why is the organization adopting this methodology?
• When will implementation begin?
• How will it proceed?

A properly planned and executed launch also demonstrates the commitment of senior administration to the Lean initiative.

**TRAINING**

Training is provided to educate all, not just key, staff members in Lean principles and tools. Many times hospital leaders identify individuals and send them to workshops to learn Lean. This approach is fine if the goal is to help the organization decide whether to adopt Lean as