

## On the Mend:

Revolutionizing  
Healthcare to Save Lives  
and Transform the  
Industry

# THE D A CARE CENTER FOR HEALTHCARE VALUE

Targeting Value. Spreading Change.



"The U.S. is twisted in knots debating healthcare payment reform...if this organization's approach and results were replicated nationally, we would be having healthcare surplus, not crisis."

**Steven J. Spear,**  
Author for *The High-Velocity Edge* and Senior Fellow at the  
Institute for Healthcare  
Improvement

"This book is a practical tool for any healthcare leader to create better patient value in healthcare, and begin the real process of healthcare reform."

**Michael Porter,**  
Professor at Harvard Business  
School and author of  
*Redefining Health Care*

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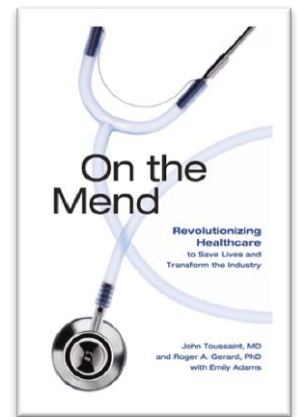
By: John Toussaint, MD and Roger Gerard, PhD

*On the Mend*, tells the true story of how ThedaCare, a Wisconsin health system, implemented lean healthcare, a revolutionary new system for delivering more patient benefit in less time and at a lower cost.

The book is a candid story of a seven-year lean journey to improve the delivery of healthcare.

*On the Mend* readers will learn:

- How lean techniques of value-stream mapping and rapid improvement events drastically improve quality and cut waste.
- Why traditional modern management is the single biggest impediment to lean healthcare.
- How ThedaCare leaders replaced medicine's "shame and blame" culture with a lean culture based on continuous improvement and respect for people.
- What leaders can do to begin their lean transformation using a nine-step action plan based on the lessons learned from ThedaCare's journey.



*On the Mend* demonstrates that lean healthcare does not mean less care, but better care.

Dr. John Toussaint and Roger Gerard, PhD earned the prestigious Shingo Research and Professional Publication Award for this candid depiction of triumphs and struggles throughout ThedaCare's lean journey.



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## Our Organizations

### ThedaCare Center for Healthcare Value

The ThedaCare Center for Healthcare Value was created in 2008 by ThedaCare CEO emeritus John Toussaint, MD as a not for profit educational Institute. The Center is working to close the gap between value creation and marketplace reward. We hope to create a healthcare marketplace that rewards providers for delivering value measured in terms of highest quality at the lowest cost.

### ThedaCare, Inc

ThedaCare™ is a community-owned health system in Wisconsin's Fox River Valley. It consists of Appleton Medical Center, Theda Clark Medical Center, New London Family Medical Center, Riverside Medical Center in Waupaca, Shawano Medical Center, ThedaCare Physicians, Ingenuity First and other healthcare services. Learn more at: [www.thedacare.org](http://www.thedacare.org).

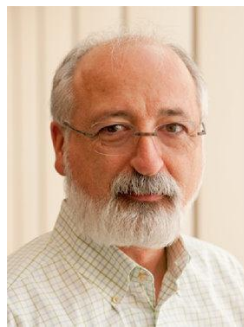
## About the Authors



**John Toussaint, MD**, is CEO emeritus of ThedaCare, and CEO of ThedaCare Center for Healthcare Value. He was the founding Chair of the Wisconsin Collaborative for Healthcare Quality and of the Wisconsin Health Information Organization, as well as the nonexecutive leader of the Partnership for Healthcare Reform in Wisconsin. He has participated in many Institute of Medicine subcommittees, including most recently the Value Incentives Learning Collaborative and the CEO

Checklist for High Value Healthcare.

Dr. Toussaint's healthcare improvement work using Toyota Production System principles has been well documented in articles published in *Health Affairs*, *Harvard Business Review Blog*, and *Frontiers in Health Management*. His work on payment reform and the transparency of provider performance data has been featured in *The American Journal of Managed Care* and *The Commonwealth Fund* publications, as well as news publications such as *The Wall Street Journal*, *Milwaukee Journal Sentinel*, and *Healthcare Finance News*.



**Roger A. Gerard, PhD**, Executive Business Officer for ThedaCare has been with the organization since 1991. He specializes in executive and management development, process improvement, and the use of lean methodologies in bringing about significant and measurable organizational improvement. Gerard has more than 35 years of experience leading executive and management development initiatives, focusing

specifically on organizational performance improvement processes. In addition, he has his own management consulting business and a creative photography and illustration business that he shares with his wife, Debra.