

LEADING CHANGE IN HEALTHCARE

Transforming organizations using complexity,
positive psychology and relationship-centered care

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“This book offers a way of thinking about administration that enables it to create humane systems that can also operate effectively in a control- and predictability-mad culture. The change efforts chronicled in this book demonstrate that when you focus on relationships you can produce amazing outcomes.”

- Peter Block, in the foreword

Transform your management and administrative skills and improve the performance of your healthcare organization with strategies that are evidence based, humane, and healthcare specific. This book presents a practical new approach to organizational culture change called Relationship-centered Administration. It integrates methods from complexity science, positive psychology, and relationship-centered care, all of which converge on the idea of leading by participating mindfully and authentically in each moment. The authors present principles and show them in action - not just the end results, but also how the techniques look and feel in everyday work.

Drawing on case studies from primary care, hospitals, long-term care, professional education, international NGOs, and other settings, the authors show how organizational change begins with new patterns of communicating and relating at a personal level. They demonstrate that courage and authenticity are essential ingredients for leading change, that control is impossible and not-knowing often a virtue, and that leadership is more about taking the risk of acting in a new way than it is about having the right answers. They also teach about the many paradoxes of organizational change - exerting influence without having control, changing what's wrong by focusing on what's right, and changing organization-wide patterns of interaction by attending to patterns at a very local level. They demonstrate the concept of emergent design - the limitations of planning and the need to honor the unpredictable and serendipitous course of collaborative process, coupled with the need for a steadfast vision and unwavering belief in the capacity of others. The authors show how these ideas can be and have been successfully applied to produce improvements in service quality, patient satisfaction and engagement, health care utilization and outcomes for minorities, the ability to implement new work processes, staff satisfaction and retention, and financial performance.

“This book represents our best contribution to what we hope will become a growing body of literature fostering the development of compassionate organizations that focus on people, not at the expense of but as means to economic viability. We believe, and the case studies presented here confirm, that you can be relational and profitable at the same time.” - David Sluyter, in the introduction

Essential reading for executives, managers, and team leaders in every kind of health care organization, as well as for policy makers, patient advocates, healthcare regulators, and public health professionals, the book is also an ideal text for undergraduate and graduate courses in healthcare management, communication, and administration, for residency programs tackling teaching requirements in systems-based care, and for the many leadership courses now being created in large healthcare systems.

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Contents:

Forewords, 1 Introduction, 2 How We Think about Organizations: a Complexity Perspective, 3 Positive Psychology and Interpersonal Neurobiology, 4 Relationship-centered Care and Administration, 5 Authentic, Affirmative and Courageous Presence, 6 Clarian West Medical Center: Creating a Sanctuary of Healing, Commentary: Clarian West Medical Center, 7 Growing Relationships on the Turtle's Back: Family Medicine at Lehigh Valley Health Network Commentary: Family Medicine at Lehigh Valley Health Network, 8 AMPATH: Evolution of a Weapon against HIV/AIDS Commentary: AMPATH, 9 A Community of Influence: Clinician Researchers Join to Make a Difference to People Affected by Consequences of Cancer Treatment, Commentary: Macmillan Cancer Trust, 10 Using the Positive Deviance Approach to Reduce Hospital-acquired Infections at the Veterans Administration Healthcare System in Pittsburgh, Commentary: Veterans Administration Pittsburgh Healthcare System, 11 Designing Buildings for Student-centred Learning: the Science Centre at University College Dublin, Commentary: The Science Centre at University College Dublin, 12 The Harvard Vanguard Kenmore Practice Experience: a Focus on Human Development and Relationship Building, Commentary: Harvard Vanguard Kenmore Practice, 13 Transforming the Professional Culture of a Medical School from the Inside Out, Commentary: Indiana University School of Medicine, 14 Conclusion, Appendix 1: A 4-step Model of Relationship-centered Communication, Appendix 2: Principles and Practices of Relationship-centered Meetings, Appendix 3: A Relationship-centered Approach to Delegation and Accountability, Index

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