

# ***Transferring the Aviation Risk Management Model (ARMM) into an Ambulatory Healthcare Organization***

*Proefschrift*

*ter verkrijging van de graad van doctor aan de Universiteit van Tilburg, op gezag van de rector magnificus, **prof.dr. Ph. Eijlander**, in het openbaar te verdedigen ten overstaan van een door het college voor promoties aangewezen commissie in de Ruth First zaal van de Universiteit op maandag 7 juni 2010 om 14.15 uur*

*door*

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*geboren op 24 maart 1951 in de USSR*

*en om 15.15 uur*

*door*

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*geboren op 3 mei 1951 in Israel.*

***Promotor: Prof. Dr. John B. Rijsman***

## **Acknowledgments**

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*To our families, for being patient and empathetic, when in a sudden we became students again, this time absolutely committed.*

*Writing this thesis, stressed our personal and professional partnership and companionship. We express hereby gratitude for this rare opportunity to join personalities, attitudes and abilities that are evident in this work.*

## **Preface**

*Risk management, from our point of view, has to do with the very core of human existence and beliefs. Being able to manage risks, means that we are not victims of some unknown forces, but rather in control of our lives, reality and fate. A world governed by belief and means to manage risks, is a more optimistic, safe and satisfactory one.*

*In our professional experience, we have witnessed people and organizations, acting in a total disbelief, that things may be controlled and changed for better. We believe, that Risk Management, can serve as a positive organizational drive, based on a deep inquiry of past events, thorough learning of the present and visionary consideration of the future.*

*In most of the cases, Risk Management is approached after all the conventional tools of management bankrupt and the organization is in deep distress. Meeting a successful organization, willing to start Risk Management activity, although rare, is a wonderful opportunity to make real progress in quite a short time.*

*Risk management is a dynamic discipline, which has to adopt itself to the ever changing reality. Practicing the risk management concepts and methodologies of yesterday, poses a serious risk today.*

*Being dogmatic and rigid in analyzing reality is a risk by itself, because of the very dynamic nature of risks. Risks may be considered as a negative potential energy, that has the power to destroy, harm and cause losses. Thus, risks will forever be existent and striving to crystallize themselves in adverse events.*

*We believe, we have proved in this work, that there is a great value of sharing knowledge and adopting knowledge, even when it doesn't seem feasible, like in the case of such remote domains as Aviation and Medicine.*

*While writing this work, we have undergone many professionally maturing changes and have by doing it, actually discovered the Aviation Risk Management Model. This is to say, that whenever you are involved, as a professional, the intervention changes you, your tools and thinking forever.*

*Risk Management in Healthcare, although originated from the first days of medicine, has still a long way to go, to become a fully mature professional discipline. We hope to share our experience and to contribute to its development, from our deepest motivation to save human lives.*

*Yossi Tal and Itzik Lichtenfeld*

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