

1. Record Nr.	UNINA9910819641203321
Titolo	Transforming health care leadership : a systems guide to improve patient care, decrease costs, and improve population health // Michael Maccoby ... [et al.]
Pubbl/distr/stampa	San Francisco, : Jossey-Bass, c2013
ISBN	1-118-60399-0 1-118-60367-2
Edizione	[1st ed.]
Descrizione fisica	1 online resource (xxx, 384 pages) : illustrations
Altri autori (Persone)	MaccobyMichael <1933->
Disciplina	362.1068
Soggetti	Health facilities - Business management - United States Leadership - United States
Lingua di pubblicazione	Inglese
Formato	Materiale a stampa
Livello bibliografico	Monografia
Note generali	: NormanCliffordL., NormanC.Jane, MargoliesRichard
Nota di bibliografia	Includes bibliographical references and index.
Nota di contenuto	Transforming Health Care Leadership: A Systems Guide to Improve Patient Care, Decrease Costs, and Improve Population Health -- Contents -- Figures, Tables, Exhibits -- Preface -- The Authors -- Part 1: The Challenge to Health Care Organizations and Creating the Leadership Team -- 1 Introduction: From Management Myths to Strategic Intelligence -- Plan of the Book -- Part 1: The Challenge to Health Care Organizations and Creating the Leadership Team -- Part 2: Strategic Intelligence and Profound Knowledge for Leading -- Part 3: Learning from Other Leaders and Creating a Path Forward -- Key Terms -- 2 Why and How Health Care Organizations Need to Change -- The Purpose of the Preliminary Research -- The Model of Change -- Changing Modes of Production in Health Care -- Health Care in Learning Organizations -- Leadership for Learning -- The Human Side of Change -- Approach to Service -- The Role of Culture -- The Mayo Model -- Summary -- Key Terms -- Exercises -- 3 Leading Health Care Change -- Summary -- Key Terms -- Exercises -- 4 Developing a Leadership Philosophy -- How to Develop a Philosophy -- Purpose -- Ethical and Moral Reasoning -- Levels of Moral Reasoning -- Practical Values -- Gap Analysis -- Definition of Results -- Using the Purpose to Define Results: Cherokee Nation Health Services -- The Mayo Clinic Organization Philosophy -- Summary -- Key Terms -- Exercises --

Part 2: Strategic Intelligence and Profound Knowledge for Leading -- 5
Leading with Strategic Intelligence and Profound Knowledge --
Foresight -- Visioning as Designing the Idealized Organization --
Partnering -- Motivating -- Profound Knowledge -- Understanding
Systems -- Understanding Variation -- Understanding Psychology --
Understanding Theory of Knowledge -- Employing Strategic
Intelligence and Profound Knowledge -- Summary -- Key Terms --
Exercises.

6 Changing Health Care Systems with Systems Thinking --
Interdependence -- What Do We Mean by Process? -- Two Kinds of
Complexity -- Classifications of Processes -- Defining the System --
Why Systems Thinking Is Difficult -- Changing a System -- Leverage,
Constraints, and Bottlenecks -- Systems and People: Improving
Behavior -- Summary -- Key Terms -- Exercises -- 7 Statistical
Thinking for Health Care Leaders: Knowledge About Variation --
Interpretation of a Control Chart -- Avoiding the Two Kinds of Mistakes
in Reacting to Variation -- Graphical Display Using Statistical Thinking
-- Power of Simple Run Charts for Data Display -- Leadership to
Improve Population Health -- Summary -- Key Terms -- Exercises -- 8
Understanding the Psychology of Collaborators -- Personality
Intelligence -- Talents and Temperament -- Social Character -- Drives
-- Motivational Types -- Identities and Philosophy -- Bureaucratic and
Interactive Values -- Bureaucratic and Interactive -- Motivation:
Popular Ideas to Unlearn -- Maslow's Hierarchy of Needs Theory --
Maccoby's Critique of Maslow's Theory -- Hawthorne Experiments:
Maccoby Critique -- Using Personality Intelligence -- Creating the
Environment for Intrinsic Motivation: The Five Rs of Motivation and the
Seven Value-Drives -- Leading with the Heart -- Disciplines of the
Heart -- Seeing Things as They Are-Deep Listening -- Listening and
Responding to Others -- Summary -- Key Terms -- Exercises -- 9 A
Health Care Leader's Role in Building Knowledge -- How Do Theories
Evolve? -- Learning and Continuous Improvement -- Shared Meaning
and Operational Definitions -- Utilizing a Standard Methodology for
Learning in the Organization -- Using Multiple PDSA Cycles to Build
Knowledge -- The Leader as Learner and Teacher -- Summary -- Key
Terms -- Exercises -- Part 3: Learning from Other Leaders and
Creating a Path Forward.

10 Three Case Studies: Mastering Change -- Case Study A: System for
Mastering Change in Jönköping County Council, Sweden -- Case Study
B: A Medical Director-Leader Improves Care in Dialysis Clinics -- Case
Study C: Building a Learning Organization at OCHIN, Portland, Oregon,
United States -- Key Terms -- 11 Leading Change: First Steps in
Employing Strategic Intelligence to Get Results -- Assessing and
Defining Purpose for the Organization -- Assessing the Learning
Organization -- Aligning Roles to Support the Organization's Purpose
-- Leading Health Care -- Developing a Leadership Philosophy and
Practical Values -- Summarizing and Interpreting Results from the
Practical Values Gap Survey for Leadership Team Learning -- Strategic
Intelligence and Profound Knowledge for Changing Systems --
Summarizing and Interpreting Results from the Strategic Intelligence
Inventory for Leadership Team Learning -- Developing Personality
Intelligence -- Systems Thinking: Creating a System Map of Your
Organization -- Process of Change: Idealized Design -- Understanding
the Psychology of Partners and Collaborators -- Translating the Vision
and Strategy to Actionable Approaches -- Leading Individual and Team
Improvement Efforts to Achieve the Vision -- The Sponsor Report:
Keeping Leaders in the Communication Loop -- Learning from
Improvement Efforts -- Redeployment of Resources -- Removing

Barriers and Obstacles -- Summary -- Key Terms -- Appendix -- Leadership Personality Survey -- Social Character Questionnaire -- Scoring of Social Character Questionnaire -- Understanding Leadership Personality -- The Caring (Freud's Erotic) Leadership Personality -- The Visionary (Freud's Narcissistic) Leadership Personality -- The Exacting (Freud's Obsessive) Leadership Personality -- The Adaptive (Fromm's Marketing) Leadership Personality -- Leadership Personality Examples. Combinations of Types -- CARING-Dominant Mixed Leadership Types -- VISIONARY-Dominant Mixed Leadership Types -- EXACTING-Dominant Mixed Leadership Types -- ADAPTIVE-Dominant Mixed Leadership Types -- Mixed Type and Social Character -- Farming-Craft Social Character -- Bureaucratic Social Character -- Interactive Social Character -- Glossary -- Index.

Sommario/riassunto

Transforming Health Care Leadership is a guide for gaining the knowledge and mastering the tools to successfully meet the unprecedented challenges that health care organizations and their leaders now face. The authors rebut management myths that may have worked in yesterday's health care bureaucracies but have no place in the learning organizations that are coming to dominate this field. Health care organizations are challenged to improve care at the bedside for patients, learn from individual patients to improve population health, and reduce per capita costs. To achieve these aims, new kinds of leaders are needed in all parts of the organization. These leaders need to apply and integrate: Strategic Intelligence (foresight, partnering, visioning, motivating) Profound Knowledge (systems, variation, personality intelligence, theory of knowledge) Shared Philosophy (purpose, practical values, ethics and moral reasoning, definition of results) Methods and Tools based on the above to move a health care organization from a bureaucracy to a learning organization that can rapidly adapt to continual change. Readers will learn to thrive and succeed in today's environment, by improving the patient's experience, challenging prevailing assumptions about cost, and raising the health of the populations they serve.
