

1. Record Nr.	UNINA9910828123203321
Titolo	Launching and leading change initiatives in health care organizations : managing successful projects / / David A. Shore
Pubbl/distr/stampa	San Francisco, California, : Joseey-Bass, 2014
ISBN	1-118-41892-1
Edizione	[1st ed.]
Descrizione fisica	1 online resource (173 pages) : illustrations, tables
Collana	Jossey-Bass Public Health
Classificazione	498.163 498.14 W 84.1 362.1068
Disciplina	362.1068
Soggetti	Health services administration Organizational innovation
Lingua di pubblicazione	Inglese
Formato	Materiale a stampa
Livello bibliografico	Monografia
Note generali	Description based upon print version of record. Includes index.
Nota di contenuto	Part 1, Changing Health Care. Introduction: The Need for Change -- How Organizations Can Really Change -- A Better Approach -- From "Projects" to Change Events -- Criteria for an Initiative's Success -- Failure Rates -- Doing the Right Thing Right -- Appropriate Measures of Success -- Careful Management of Risk -- Planning: Seeds of Success and Failure -- A Time for Planning -- Learning from Failure -- Part 2, Select the Right Projects. Introduction: Identifying and Creating the Right Initiatives -- Change Initiatives as Strategic Planning -- Where Good Project Ideas Originate -- Developing Project Concepts -- Smart growth -- Selecting, Prioritizing, and Monitoring Change Initiatives -- The Project and Portfolio Management Review Board -- Criteria for Project Selection; Prioritizing Projects -- Monitoring Projects -- Part 3, Choose the Right People. Introduction: How Important Are Decisions about People? -- What You Are Looking For -- Hard and Soft Skills -- Crucial Conversations -- Emotional Intelligence -- Trust Assembling the Individuals for a Change Event -- "Dunbar's Number" for Change Teams -- The Right Mixtures of People -- Roles on the

Team -- The Right Number of Projects -- The Project Management
Human Capital Inventory -- Do People Make a Team? -- Converting
Individuals into a Project Implementation Team -- On boarding a Group
-- Beginning the On boarding Process: Day Zero -- The Next Step: Day
One -- Decisions and Tracking -- Passion and Enthusiasm --
Alignment -- Trust -- The First Mile and Beyond.

Sommario/riassunto

Implement change that fosters sustainable growth and better patient
care Health care projects depend on astute management of change. But
more than anything else, they depend on leaders who pay attention,
who understand the importance of starting right, and who know how to
launch projects that succeed. If leaders can increase the percentage of
successful projects, patients, and practitioners everywhere will be
better off and so will the organizations that depend on these projects
for innovation.
