# REENGINEERING HEALTH CARE

## THE COMPLEXITIES OF ORGANIZATIONAL TRANSFORMATION

TERRY McNULTY AND EWAN FERLIE

# Reengineering Health Care The Complexities Of Organizational Transformation

**Christine Teelken,Ewan Ferlie,Mike Dent**

**Reengineering Health Care The Complexities Of Organizational Transformation:**
    **Reengineering Health Care** Terry McNulty,Ewan Ferlie,2002-03-21 Organizations are being urged to experiment with new structures and processes A process perspective on organizing is emerging as a major challenge to functional principles of organizing established during the last century Business process reengineering is one exemplar of process thinking that has received great attention amongst organizational theorists and practitioners This in depth account of business process reengineering within a major NHS hospital is an important contribution to the very limited stock of empirical knowledge about new organizational forms especially in the public sector The book combines empirical data gathered through an intensive comparative case study method with strategic choice and neo institutional theories to analyse the changing context of public organizations importation of models of organizing from private to public organizations and dynamics of public sector transformation The outcomes of the change programme add to our more general organizational knowledge about a the impact of corporate change programmes particularly in professionalized and public sector settings b impediments and enablers of lateral organizing structures and processes and c contradictions within the New Public Management between functional and process principles for organizing     **Reengineering Health Care** Terry McNulty,2002 This work examines the experience of a major teaching hospital in adopting a change programme based on the principles of business process reengineering The study adds to the literature on the variable impact of corporate change programmes     **Organizational and Process Reengineering** FACHE Larson,2017-07-27 Winner of the Healthcare Information and Management Systems Society s HIMSS 2015 Book of the Year AwardGiven the on going changes and challenges faced by today s health care organizations Organizational and Process Reengineering Approaches for Health Care Transformation provides a practical leader led and team based approach for reengineering o     **The Theory and Practice of Change Management** John Hayes,2018-01-24 John Hayes bestselling textbook combines a scholarly discussion of change management with a host of practical tools and techniques It provides future managers with all the skills they need to diagnose the need for change and to ensure its successful implementation The book s unique underpinning framework views change as a purposeful and constructed sequence of events rather than something chaotic and unmanageable Its hands on approach includes a number of Change Tools that students can apply to various scenarios an array of case studies and examples based on real life organisations worldwide and video interviews with experienced change practitioners who share their insights on key topics The book will be essential reading for final year business undergraduates as well as MBA and postgraduate students who are taking modules in change management or organisational change It is also ideal for change practitioners and consultants New to this Edition Two new chapters on ethical change management practice A new chapter on value innovation A new section showing how the book supports employability skills Brand new international case studies and examples including the Volkswagen emissions scandal the collapse of BHS and company culture at Uber A free to access website featuring audio

visual Tutorials with narration by the author lecturer slides detailed briefings on the book s case studies and much more

The Oxford Handbook of Health Care Management Ewan Ferlie,Kathleen Montgomery,Anne Reff Pedersen,2016 The Oxford Handbook of Healthcare Management offers a variety of current scholarly perspectives which explore important policy developments in health care management on an international basis *Challenging Perspectives on Organizational Change in Health Care* Louise Fitzgerald,Aoife McDermott,2017-04-21 This volume provides theory and research on organizational change and predominantly features the application of these ideas to the health care domain broadly defined It addresses enduring issues in advancing to an effective health care system The aim of this book is to offer an accessible and readable text aimed at provoking thought and questioning and aiding creativity It proffers arguments and ideas which are firmly based in empirical data and evidence so that the reader may make informed personal evaluations This book is designed to furnish a comprehensive theoretical basis for understanding organizational change in health care as well as selected core issues of contemporary and future importance to the provision of effective care within sustainable systems A series of coherent themes are addressed throughout the book from differing perspectives However every chapter has been written to standalone and be read independently Each offers resources relevant to its focal topic in the form of references case studies and critique Setting out a future research agenda the book will be vital reading for organizational change researchers and practitioners in the healthcare industry Organisational Development in Healthcare Edward Peck,2017-11-22 Organisational Development in Healthcare introduces the practical ways in which change in health services can be promoted It includes descriptions of all of the most important approaches to change currently being used in the NHS discussion of when they work best and details of the evidence of their impact **Integrating Primary Healthcare** Paul Thomas,2017-11-22 This book combines models theory and practical advice that guides clinicians managers and facilitators to lead integrated primary health care Using case studies and real life examples the practical sections are cross referred to theoretical sections that show how theories of whole system learning and change can be applied in different situations Exercises help the reader to devise their own tailor made interventions in small organisations in networks and in large institutions The latest theories about leadership in complex situations are covered and challenges to traditional approaches to research and understandings of health are made This book is perfect for those who lead or teach change in health care institutions such as primary care organisations in small organisations such as general practices and through networks In particular practitioners and managers who wish to make sense of complex interacting factors will find it of great benefit

**Managing Modernity** Stewart R. Clegg,Martin Harris,Harro Höpfl,2011-01-27 Bureaucracy has long been a cornerstone of advanced industrial societies and a defining feature of modernity At the same time many commentators from all quarters argue that it is on the wane in this post this or that world or that if it isn t it should be dismantled to free up organizations enterprise and innovation But do we live in a more or less bureaucratic world Do contemporary forms and means of

communication undermine or modify bureaucracy or does technology create new iron cages and forms of control If bureaucratic models of organization are abandoned do we run risks of organizational failure and inequity Are there certain moral professional and social values associated with bureaucratic models This book explores these issues in different organizational contexts public administration the National Health Service the modern firm and corporation and offers new insights into enduring questions It will be an invaluable resource for academics researchers and students in organization studies management public administration and sociology The volume will also appeal to managers planners and policy makers who deal with these challenges      **Managing Change in the Public Services** Mike Wallace,Michael Fertig,Eugene Schneller,2009-02-09 This book explores the management of change to improve publicservice effectiveness It breaks new ground in addressing whypublic service change is becoming increasingly complex to manage how people cope with this new complexity what implications arisefor improving policy and practice and which avenues for furtherresearch and theory building look particularly promising The contributors are all leading researchers from the USA Canada and the UK Together they provide a synthesis ofstate of the art thinking on the complex change process inAnglo American contexts policy making for public service reformthat generates managerial complexity and practice in serviceorganizations to improve provision Special reference is made toeducation and health the largest and most complex of the publicservices The analysis has wider relevance for other publicservices and national contexts Managing Change in the Public Services is essentialreading for all concerned with public service improvement leadersand managers in service organizations administrators trainers advisers and consultants who support the management of change policy makers and public servants and advanced course students andacademics The book also offers general insights for the theory andpractice of managing organizational and systemic change      Care Trajectory Management for Nurses - E-Book Davina Allen,2024-01-23 Care trajectory management refers to the work that nurses do to coordinate and organise patient care It s a relatively unseen element of the nursing role that is absolutely vital for patient safety and quality care Care Trajectory Management for Nurses is the first ever textbook of its kind for nurse educators practice facilitators and policy makers as well as undergraduate nurses It is both a theoretical and practical resource covering the concepts and theories around the organisational components of nursing practice derived the research of nurse academic Davina Allen This excellent book will help prepare nurses to be the glue in increasingly complex healthcare systems and provides an excellent foundation for embedding this important subject into student curricula The first textbook of its kind a valuable resource for both experienced nurses and undergraduates Evidence based derived from research led by the authorCovers The history of nursing s professional development Professional identity Healthcare quality and safety Healthcare systems Managing complexity Care coordination Tacit knowledge Nursing theory Organising work Care Trajectory Management Framework Translational mobilisation theory Illustrative case studies based on observational studies bring theory to life Exercises quick quizzes and reflective practice

help to apply learning Online downloadable workbooks to organise learning **Leadership for Healthcare** Jean Hartley,John Benington,2015-07-01 It is vital for healthcare leaders to have a clear sense of which leadership ideas and practices are rooted in sound theory and convincing evidence and which are more speculative This book provides a coherent set of six lenses through which to scrutinise the leadership literature relevant to healthcare leadership concepts characteristics contexts challenges capabilities and consequences It offers a view of leadership beyond the traditional focus on the individual and argues instead that leadership has to be understood and developed as a complex set of practices by many people within specific organisational and inter organisational contexts and cultures EBOOK: Patient Safety: Research into Practice Kieran Walshe,Ruth Boaden,2005-11-16 Winner of the Basis of Medicine Award in the BMA Book Medical Book Competition 2006 In many countries during the last decade there has been a growing public realization that healthcare organisations are often dangerous places to be Reports published in Australia Canada New Zealand United Kingdom and the USA have served to focus public and policy attention on the safety of patients and to highlight the alarmingly high incidence of errors and adverse events that lead to some kind of harm or injury This book presents a research based perspective on patient safety drawing together the most recent ideas and thinking from researchers on how to research and understand patient safety issues and how research findings are used to shape policy and practice The book examines key issues including Analysis and measurement of patient safety Approaches to improving patient safety Future policy and practice regarding patient safety The legal dimensions of patient safety Patient Safety is essential reading for researchers policy makers and practitioners involved in or interested in patient safety The book is also of interest to the growing number of postgraduate students on health policy and health management programmes that focus upon healthcare quality risk management and patient safety Contributors Sally Adams Tony Avery Maureen Baker Paul Beatty Ruth Boaden Tanya Claridge Gary Cook Caroline Davy Susan Dovey Aneez Esmail Rachel Finn Martin Fletcher Sally Giles John Hickner Rachel Howard Amanda Howe Michael A Jones Sue Kirk Rebecca Lawton Martin Marshall Caroline Morris Dianne Parker Shirley Pearce Bob Phillips Steve Rogers Richard Thomson Charles Vincent Kieran Walshe Justin Waring Alison Watkin Fiona Watts Liz West Maria Woloshynowych **Knowledge to Action?** Sue Dopson,Louise Fitzgerald,2005-05-12 Health services can and should be improved by applying research findings about best practice Yet in Knowledge to Action the authors explore why it nevertheless proves notoriously difficult to implement change based on research evidence in the face of strong professional views and complex organizational structures The book draws on a large body of evidence acquired in the course of nearly fifty in depth case studies following attempts to introduce evidence based practice in the UK NHS over more than a decade Using qualitative methods to study hospital and primary care settings they are able to shed light on why some of these attempts succeeded where others faltered By opening up the intricacies and complexities of change in the NHS they reveal the limitations of the simplistic approaches to implementing research or introducing evidence based health care A

unique synthesis of evidence the book brings together data from 1 400 interviews with doctors nurses and managers as well as detailed observations and documentary analysis The authors provide an analysis rooted in a range of theoretical perspectives that underlines the intimate links between organizational structures and cultures and the utilization of knowledge and draws conclusions which will be of significance for other areas of public management Their findings have implications for the utilization of knowledge in situations where there is a professional tradition working within a politically sensitive blend of public service managerial accountability and technical expertise Knowledge to Action will be of interest to Academics Researchers and Advanced Students of Organizational Behaviour Public and Health Management and Evidence Based Medicine and also of particular interest to Practitioners Clinicians and Public Health Managers concerned with implementing change to clinical practice **Leadership in the Public Sector** Christine Teelken,Ewan Ferlie,Mike Dent,2013-05-02 In view of the approaching age of austerity for the public sector leadership is likely to continue to become a key theme This edited volume brings together a host of material from the public sector to analyze the issue internationally Teelken Dent Ferlie lead a team of contributors in examining three key aspects of this increasingly important theme the meaning of public sector leadership and how this changes in different contexts the implications for leadership style given the growing role of the private sector the response to the leadership issue from professionals moving into senior management roles With contributions from respected academics such as Jean Louis Denis Mike Reed and Mirko Nordegraaf this book will be an invaluable supplementary resource for those undertaking studies across public sector management and administration **Management and Information Technology** Peter Ekman,Peter Dahlin,2011-12-21 Information technology has come to play an important role in organizations over the last few decades Though it began as an entity dealt with by specialists IT has evolved to become an everyday tool with both operational and strategic impacts Most modern organizations have adopted different forms of IT and become dependent on their computer based information systems and their peripherals for everyday operations Information technology offers opportunities to increase efficiency customer value and competitiveness Given the financial investment in IT required by organizations to remain competitive IT has become a resource that needs to be managed Management and Information Technology evaluates organizations utilization of IT including knowledge management and e learning accounting and business relationships Presenting theories to help the reader understand the varying roles IT can occupy in different organizations this volume illustrates the ways in which IT has become a key strategic tool **Research in Organizational Change and Development** Abraham B. (Rami) Shani,Debra A. Noumair,2014-06-11 These manuscripts provide an intriguing collection that capture and provide value to the real work of creating a sustainable field of study and practice organization change and development and sustainable organizations **Human Resources in Healthcare, Health Informatics and Healthcare Systems** Kabene, Stéfane M.,2010-07-31 While many countries enjoy the benefits of modern healthcare systems and social and economic policies that improve life expectancy many countries still

have high maternal and infant mortality rates struggle with infectious diseases and face critical human resource shortages in healthcare Human Resources in Healthcare Health Informatics and Healthcare Systems addresses two major problems that threaten the health of the human race The first of which is the lack of human resources in healthcare We need to ensure that we have an adequate number of healthcare professionals who are highly motivated and properly trained Furthermore we need to ensure that they have the latest health technology at their disposal which is the second major issue facing the world today The world s most respected scholars and practitioners describe their experiences and propose possible theoretical and practical solutions in this relevant and timely handbook **Controversies in Healthcare Innovation** Thomas Hoholm,Antonella La Rocca,Margunn Aanestad,2018-03-21 This book examines healthcare innovation processes shedding light on the controversies endemic to innovation which make such processes notoriously challenging While in the heat of action controversies may be seen as barriers to innovation observations reported in this volume point to controversies also having an energizing role Students and academics studying innovation organization and health management and economics will find this book a valuable read as it provides empirical case studies on innovation processes in practice Controversies in Healthcare Innovation will also appeal to practitioners of health care management innovation project managers and policy makers in the health care sector Context in Action and How to Study It Ninna Meier,Sue Dopson,2019-06-20 Context is a central concept in organization and management studies yet it is often used in a generalized unspecific manner This book offers an interactionist view on context as a dynamic relational and socially enacted phenomenon It explores context in action and the theoretical methodological and analytical consequences of this approach through a collection of reflections and research experiences from the dynamic field of health care In the opening chapters the editors present their framework for studying context in action and outline three main approaches centered on the following questions What constitutes context for a phenomenon or an event How do actors understand experience and engage with context How do contexts change and what is the role of actors in such processes Context and action are then explored through a range of topics such as enactment and organizational change policy implementation executive work strategic change materiality technology patients and relatives perspectives integrated care quality improvement and health care support work Relevant to both management researchers and practitioners this volume provides a definition of context as theoretical construct based on interactionist and process based perspectives and a practical framework for studying context in action which the reader can use in their own work

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