Management Innovations For Healthcare Organizations Adopt Abandon Or Adapt Routledge Studies In The Management Of Voluntary And Non Profit Organizations

Entrepreneurship in the Healthcare sector has received increased attention over the last two decades, both in terms of scholarly research and number of innovative enterprises. Entrepreneurial activities and innovations have emerged from and will continue to be driven by several actors along the healthcare value chain but especially from non-traditional healthcare players. In this new volume, we present the reader with several critical issues in healthcare entrepreneurship and innovation, covering a comprehensive set of research topics. We bring together the latest academic research and management practice, with contributions by authors from entrepreneurship, medical sciences, and management, who provide in depth and practical insights into designing and managing entrepreneurship in healthcare. Upon providing a systematic review of the research field, we discuss several important macro-, meso-, and micro-level issues in healthcare entrepreneurship, such as opportunity identification, the entrepreneurial ecosystem including accelerators, the benefits of open innovation for the sector, and social entrepreneurship in healthcare. These topics open up avenues for nurturing entrepreneurship in healthcare through both education and policy. Building on this trend, the book is organized around levels of analysis and specifies which cross-disciplinary efforts are needed to advance understanding of how entrepreneurs discover opportunities and start viable and innovative businesses. Healthcare Entrepreneurship will be of interest scholars of health care and entrepreneurs alike, but also managers of innovative health care enterprises as well as policy makers in the health sector.

Despite the development of environmental initiatives, healthcare, and cultural assimilation in today?s global market, significant problems in these areas remain throughout various regions of the world. As countries continue to transition into the modern age, areas across Asia and Africa have begun implementing modern solutions in order to benefit their individual societies and keep pace with the surrounding world. Significant research is needed in order to understand current issues that persist across the globe and what is being done to solve them. Global Issues and Innovative Solutions in Healthcare, Culture, and the Environment is an essential reference source that discusses worldwide conflicts within healthcare and environmental development as well as modern resolutions that are being implemented.

Featuring research on topics such as health insurance reform, sanitation development, and cultural freedom, this book is ideally designed for researchers, policymakers, physicians, government officials, sociologists, environmentalists, anthropologists, academicians, practitioners, and students seeking coverage on global societal challenges in the modern age.

Unlock the secret to groundbreaking innovation with this game-changing guide Innovation means putting ideas to work. It is a discipline that can be learned, practiced, and leveraged to propel meaningful transformation and sustainable success, and it is proving to be the margin of difference in the largest concentrated sector of our economy: healthcare. This is where the stakes may be highest because the transcendent ideas that come from the patient bedside or laboratory bench don't just translate to a bottom line, they improve and extend human life. Since its inception in 1921, Cleveland Clinic has been at the forefront of life-saving innovations in healthcare, pioneering a new model of care, advancing surgical techniques, and developing cutting-edge medical technologies. It has revolutionized the industry with a proven and tested working model for mission-driven, results-oriented success—one that is applicable to industries beyond healthcare. In Innovation the Cleveland Clinic Way, Thomas J. Graham, MD, describes the Clinic's unique approach. Learn: • How to align the innovation strategy with your organization's mission • How to identify your organization's innovation assets and put them to work • How to foster collaboration within and across teams to spark creative ideation • The process of taking "napkin ideas" through successful commercialization • The most common innovation pitfalls and how to avoid and address them • Cleveland Clinic's 10 commandments of innovation and the six degrees of innovation Packed with enterprising solutions and inspiring examples, this practical guide will equip any individual or institution seeking to affect purposeful transformation. Use these best practices to put ideas to work and turn yours into a high-innovation organization. Thomas J. Graham, MD, is the Chief Innovation Officer of Cleveland Clinic and Vice Chairman of Orthopedic Surgery. A prolific inventor with nearly 50 worldwide patents and a serial entrepreneur, he is a renowned orthopaedic surgeon whose practice is the premier destination for the care of the professional athlete's hand and wrist. He is regularly recognized as one of "America's Best Doctors."

The Healthcare industry is one of the largest and rapidly developing industries. Over the last few years, healthcare management is changing from disease centered to patient centered. While on one side the analysis of healthcare data plays an important role in healthcare management, but on the other side the privacy of a patient's record must be of equal concern. This book uses a research-oriented approach and focuses on privacy-based healthcare tools and technologies. It offers details on privacy laws with real-life case studies and examples, and addresses privacy issues in newer technologies such as Cloud, Big Data, and IoT. It discusses the e-health system and preserving its privacy, and the use of wearable technologies for patient monitoring, data streaming and sharing, and use of data analysis to provide various health services. This book is written for research scholars, academicians working in healthcare and data privacy domains, as well as researchers involved with healthcare law, and those working at facilities in security and privacy domains. Students and industry professionals, as well as medical practitioners might also find this book of interest.

"The healthcare industry is undergoing a transformation of exponential change and opportunity that bears daunting challenges. To incorporate groundbreaking technologies, we as leaders are building our people, skills, cultures, and leadership to capitalize on and refine those technologies to address the urgent needs of today and tomorrow. This timely work is written by a world-class multi-disciplinary team in Healthcare IT, medicine, and business. This breadth and collaboration is what's required to deliver this very timely cross-functional discussion and fantastic action planning resource. This book is required reading for any organization looking to lead the next wave of healthcare technology to improve care quality, patient safety, and clinician satisfaction to help us save more lives and keep people healthy across the entire care continuum." Aaron Miri Chief Information Officer for Dell Medical School and UT Health Austin & Co-Chair for the U.S. Department of Health and Human Services' Federal Health IT Advisory Committee An actionable and practical resource to accelerate mobile computing in medicine: No topic in healthcare technology is more urgent and yet more elusive to date than mobile computing in medicine. It adheres to no boundaries, stagnates in silos, and demands not just the attention of dedicated professionals, but also teams of teams. A rich resource, this book shares hard-won lessons and primary research for better understanding, management, and execution of key mobile computing initiatives in medicine (that can save patient lives by reducing delays in medical information). It provides an action planning reference guide for mobile medicine stakeholders, including health system and insurance decision makers, clinicians, and investors. Foundational and groundbreaking in its knowledge set and combination, it also provides a unique and rare perspective, drawing from 27 distinct experts across disciplines from legal to medicine, informatics, organizational psychology, cybersecurity to engineering – the building blocks needed to catalyze a comprehensive mobile medicine strategy for your health system or investment thesis. Considering we lose a family member, colleague, or someone else every nine minutes due to a delay in medical information according to the Institute for Healthcare Improvement, this book makes significant strides in efficiently conveying foundational knowledge that can contribute to implementing mobile computing safely and cost-effectively while improving clinician and patient experiences in healthcare. These insights will accelerate the reader's ability to conceptualize the real opportunities via mobile computing in medicine. FEATURES: Provides a current understanding of why the adoption of mobile medicine has been meager to date and what gaps and opportunities exist

Delivers proven management and leadership techniques from experts doing the work of building IT, security, and informatics organizations and workflows in preparing for mobile medicine Describes how to navigate cultures of related professions essential to mobile medicine, including insights from physicians, engineers, informaticists, lawyers, IT researchers, organizational psychologists, board directors, researchers, cybersecurity leaders, and other key stakeholders Demystifies the latest, up-to-date federal rules, laws, and regulations impacting and enabling the promise of mobile medicine Highlights how to best mitigate risks for the development and deployment of mobile medicine and next-generation innovations, such as wearable robotics into the clinical environment Offers resources and tools to enable unprecedented collaboration across diverse professionals including, but not limited to, functional and work differences as well as skillsets and other factors of talent diversity required to bring mobile medicine to life Contributes a working understanding backed by primary research for how evidence-based practice, an expectation in medicine, can also be leveraged in healthcare technology leadership to future proof both CIO and executive leadership philosophy and methodology

This ground-breaking book specifically focuses on the leadership of innovation and entrepreneurship in healthcare by providing a detailed step-by-step framework for effective leadership in the challenging and dynamic healthcare environment. Taking a fresh approach, it utilizes resources within healthcare organizations and the creative abilities of their people to provide a long-term solution to address key global issues, including the aging population, rising costs and long waiting lists, together with the challenges of staff recruitment and retention. Claudine Kearney offers in-depth insights into what is required to achieve success in the development of innovation. Chapters also demonstrate how to lead innovation, entrepreneurship and design thinking in healthcare as well as how to achieve results with a future oriented mindset. Visionary in its approach, the book examines both internal and external healthcare, addressing the key elements such as organizational strategy, culture and structure to overcome challenges. It also provides a thought-provoking analysis on the significant global challenges experienced within healthcare following the Covid-19 pandemic. Highlighting key learning points, this book will be an excellent resource for postgraduate students and scholars with a specific focus on medical and scientific innovations as well as those responsible for management within healthcare.

Significant gaps in the practical transformation of clinical knowledge into practices, increasing healthcare costs, costly medical errors, healthcare institutions' obligations towards improving safety, clinical outcomes, and efficacy of care from one side; and the rise of disruptive innovations, the adoption of electronic health records and novel diagnostic tools, and the plethora of data from the other side has made the need for a new approach in managing the U.S healthcare systems an imperative. Continuous learning has been utilized to mitigate some of these issues have been in healthcare organizations. Continuous learning is especially important in the research centers that act as innovation hubs within University Hospitals. These centers align with learning and improving current systems and practices in a specific area of healthcare with goals of better serving the population in need of those specific services or treatments. Maturity Models are organizational management tools that have been used as a way of responding to the constant pressure of trying to achieve and maintain competitive advantage through concurrent innovation, quality improvement, and cost reduction. In the context of continuous learning in healthcare organizations, a mature system can be defined as a system that generates timely actions to the information that it derives from internal and external data to create meaningful measurement regarding system learning and increased efficacy and effectiveness in health outcomes. However, there is a lack of a model that provides managers and decision-makers with a systematic, multi-criteria, validated, quantifiable, and repeatable maturity model to assess and enhance health organizations' performance in continuous learning and technology management. This research proposes a multi-criteria model to assess technology management maturity and continuous learning in research centers within university hospitals by using Hierarchical Decision Model (HDM). The model can help these research centers with pinpointing their strengths and opportunities in terms of continuous learning from the data they have access to while giving them organizational self-awareness and guide them in setting their strategies and resource allocation. The model will serve as a much-needed technology management tool for healthcare organizations to assess their technology management maturity and continuous learning efforts and assist them in creating more effective roadmaps.

This book demonstrates how to successfully manage and lead healthcare institutions by employing the logic of business model innovation to gain competitive advantages. Since clerk-like routines in professional organizations tend to overlook patient and service-centered healthcare solutions, it challenges the view that competition and collaboration in the healthcare sector should not only incorporate single-end services, therapies or diagnosis related groups. Moreover, the authors focus on holistic business models, which place greater emphasis on customer needs and put customers and patients first. The holistic business models approach addresses topics such as business operations, competitiveness, strategic business objectives, opportunities and threats, critical success factors and key performance indicators.The contributions cover various aspects of service business innovation such as reconfiguring the hospital business model in healthcare delivery, essential characteristics of service business model innovation in healthcare, guided business modeling and analysis for business professionals, patient-driven service delivery models in healthcare, and continuous and co-creative business model creation. All of the contributions introduce business models and strategies, process innovations, and toolkits that can be applied at the managerial level, ensuring the book will be of interest to healthcare professionals, hospital managers and consultants, as well as scholars, whose focus is on improving value-generating and competitive business architectures in the healthcare sector.

The Future of Nursing explores how nurses' roles, responsibilities, and education should change significantly to meet the increased demand for care that will be created by health care reform and to advance improvements in America's increasingly complex health system. At more than 3 million in number, nurses make up the single largest segment of the health care work force. They also spend the greatest amount of time in delivering patient care as a profession. Nurses therefore have valuable insights and unique abilities to contribute as partners with other health care professionals in improving the quality and safety of care as envisioned in the Affordable Care Act (ACA) enacted this year. Nurses should be fully engaged with other health professionals and assume leadership roles in redesigning care in the United States. To ensure its members are well-prepared, the profession should institute residency training for nurses, increase the percentage of nurses who attain a bachelor's degree to 80 percent by 2020, and double the number who pursue doctorates. Furthermore, regulatory and institutional obstacles -- including limits on nurses' scope of practice -- should be removed so that the health system can reap the full benefit of nurses' training, skills, and knowledge in patient care. In this book, the Institute of Medicine makes recommendations for an action-oriented blueprint for the future of nursing.

Focusing on the US, Europe, Japan, and Australia, contributors explore technological innovations that impact the delivery of health care. They describe organizational changes in future health care delivery, the impacts on specific processes of health care delivery, and emerging technologies. Geisler teaches organizational behavior at the Illinois Institute of Technology. Krabbendam teaches operations management and Schuring teaches management of health care organizations at the University of Twente, Netherlands. Annotation (c)2003 Book News, Inc., Portland, OR (booknews.com).

Management Innovations for Healthcare OrganizationsAdopt, Abandon or Adapt?Routledge

The successful implementation of health information systems in complex health care organizations ultimately hinges on the receptivity and preparedness of the user. Although the Information Age is well underway, user resistance to information systems is still a valid concern facing the informatics community. This book provides effective management strategies to health care administrators for the productive integration and maintainence of such information systems. The Second Edition covers three main areas: technical skills, project management skills, and organizational and people skills, including the practical implementation strategies necessary to make the system an operational success. The audience for this book consists of health care administrators, CEOs, clinicians, IT developers, librarians, and professors.

Building on the revolutionary Institute of Medicine reports To Err is Human and Crossing the Quality Chasm, Keeping Patients Safe lays out guidelines for improving patient safety by changing nursesâ€™ working conditions and demands. Licensed nurses and unlicensed nursing assistants are critical participants in our national effort to protect patients from health care errors. The nature of the activities nurses typically perform â€" monitoring patients, educating home caretakers, performing treatments, and rescuing patients who are in crisis â€" provides an indispensable resource in detecting and remedying error-producing defects in the U.S. health care system. During the past two decades, substantial changes have been made in the organization and delivery of health care â€" and consequently in the job description and work environment of nurses. As patients are increasingly cared for as outpatients, nurses in hospitals and nursing homes deal with greater severity of illness. Problems in management practices, employee deployment, work and workspace design, and the basic safety culture of health care organizations place patients at further risk. This newest edition in the groundbreaking Institute of Medicine Quality Chasm series discusses the key aspects of the work environment for nurses and reviews the potential improvements in working conditions that are likely to have an impact on patient safety.

Caring for Chronically Ill Patients Building on a thoughtful understanding of the organizational, financial, and clinical issues involved in chronic illness, Christianson and his colleagues provide a useful road map to the design and implementation of team-based chronic illness management. A must read for policy makers and managers wishing to meet the challenge of providing quality and efficient care to the chronically ill. --Arnold D. Kaluzny, professor of health policy and administration, School of Public Health and Senior Research, University of North Carolina at Chapel Hill This practical new book offers the most current information on how leaders of top clinical programs have implemented exemplary and cost-conscious programs to manage the care of four key chronic diseases: asthma, arthritis, diabetes, and coronary artery disease. Grounded in research, the book introduces a model and practical tool that can be used by healthcare organizations to effectively treat chronically ill patients. And, because the model and tool are based on the actual experiences of ongoing programs, the authors discuss organizational strategies that will help overcome the inevitable resistance to change. A step-by-step program is outlined for health care executives and caregivers who want to implement these best practices in their institutions. With a wealth of information and illustrative examples, the authors explain how a health care organization can restructure and revitalize its approach to managing chronic illness...without breaking the bank.

Create breakthrough services, products, and business models Innovating in Healthcare offers effective approaches for designing, reworking, and implementing innovative healthcare services, products, and business models. It will help anyone working in healthcare service or product development, from hospitals to startups, to question the status quo in healthcare and implement new solutions that lower costs while increasing both quality and access. Globally, healthcare faces a threefold crisis of unsustainable economics, erratic quality, and unequal access. Just in the U.S., healthcare accounted for 18% of the 2017 GDP and will likely reach nearly 20% by 2025, while hospital-induced deaths have skyrocketed, and tens of millions of people remain uninsured. This book will focus on creating the innovations in healthcare that can meet these needs. • Written by the worlds leading authority on healthcare innovation • Includes success stories in every segment of the health care sector • Presents and applies the Six Factors in the environment that critically affect healthcare innovation • Guides the reader through tailoring a business plan specifically for the new business Designed for healthcare executives, providers, and degree students, Innovating in Healthcare is a comprehensive guide for maximizing the viability of a new healthcare product, service, or business.

Individuals with disabilities, chronic conditions, and functional impairments need a range of services and supports to keep living independently. However, there often is not a strong link between medical care provided in the home and the necessary social services and supports for independent living. Home health agencies and others are rising to the challenges of meeting the needs and demands of these populations to stay at home by exploring alternative models of care and payment approaches, the best use of their workforces, and technologies that can enhance independent living. All of these challenges and opportunities lead to the consideration of how home health care fits into the future health care system overall. On September 30 and October 1, 2014, the Institute of Medicine and the National Research Council convened a public workshop on the future of home health care. The workshop brought together a spectrum of public and private stakeholders and thought leaders to improve understanding of the current role of Medicare home health care in supporting aging in place and in helping high-risk, chronically ill, and disabled Americans receive health care in their communities. Through presentations and discussion, participants explored the evolving role of Medicare home health care in caring for Americans in the future, including how to integrate Medicare home health care into new models for the delivery of care and the future health care marketplace. The workshop also considered the key policy reforms and investments in workforces, technologies, and research needed to leverage the value of home health care to support older Americans, and research priorities that can help clarify the value of home health care. This summary captures important points raised by the individual speakers and workshop participants.

This contributed volume draws a vital picture of the health care sector, which, like no other is affected by technology push and stakeholder pull. Innovative product and service solutions emerge, which have to integrate different stakeholders' interests. This book studies current challenges in health care management from different perspectives. Research articles analyze the situation in the health care sector and present solutions in the following areas: the health care system; hospitals; teams in health care; patients' perspectives; assessment of technologies and innovations; and toolkits for organizing health care. All these contributions summarize pressing hot topics in the health care sector, analyze their future potential, and derive managerial implications. Outstanding best practices throughout Europe are presented in the case study section of the book. Consequently, the book closes the gap between science and practical application by addressing not only readers from academia but also practitioners working in the health care industry.

"The focus here is on ways to increase impact of health service innovations that have been tested in pilot or experimental projects so as to benefit more people and to foster policy and programme development on a lasting, sustainable basis." -- p.i Preface.

As developed economies enter a period of slower growth, emerging economies such as India have become prime examples of how more can be achieved with less. Bringing together experience and expertise from across the healthcare industry, this book examines innovations that can bring about real advances in the healthcare industry. Innovations in Healthcare Management: Cost-Effective and Sustainable Solutions explores recent innovations in healthcare from a global and Indian perspective. Emphasizing the importance of Lean healthcare and innovation, it presents low-cost, high-volume solutions that improve access to care. Providing concrete examples of the five levels of innovation present in healthcare, the book presents new concepts, methods, and tools for advancing processes and operational flow. It includes case studies of actual results in healthcare innovation from three continents that highlight emerging global trends in healthcare system innovation. The book describes how to organize resources and flows so that given targets, such as cost, clinical quality, and patient experience, can be achieved with available resources. It also covers nontraditional ecosystems of innovation that move outside of expected technological innovations, such as innovations in social persuasion, rural health delivery, and the planning and design of hospitals. The book maintains a focus on key issues across the healthcare industry—such as access to care, demand creation, patient experiences, and data—to help readers implement new ideas and new models of delivery of affordable care in healthcare systems around the world.

Competencies are a component of human capital and one of the most important assets of an enterprise. They play an important role in strengthening the position of the company in a competitive market. Investing in the development of competencies increases the organisation's ability to grow and compete through innovations. This book presents a multi-dimensional analysis of the relationship between managerial competencies and innovations. It analyses the role of a manager in a modern organisation, functions performed by managers, management styles and key challenges, including shaping behaviour in the process of managing change in an organisation, as well as an analysis of the structure of competencies, in particular managerial competencies, and the conditions of the process of forming managerial competencies. Management Theory, Innovation and Organisation: A Model of Managerial Competencies illustrates the organisational conditions of innovativeness, which is the relationship between strategy, structure, organisational culture and leadership and knowledge management and innovation management. The developed model can undoubtedly be considered the author's pioneering contribution to the studies of managerial competencies and innovativeness. The book will be valuable to researchers, students, and managers in the fields of leadership, organizational studies, innovation management, and human resource management.

Foundations of Health Care Management Leaders and managers throughout the health care system arefacing ever more challenging changes in the way care is delivered,paid for, and evaluated. Foundations of Health Care Management:Principles and Methods offers an innovative, concise,reader-friendly introduction to health care management andadministration. It addresses the need for new skills in managers ofhealth care facilities and for those planning to enter health caremanagement positions. The book covers such critical topics asleadership training, change management, conflict managementtechniques, culture building, quality improvement, andcommunications skills, as well as collaboration in the improvementof population health. Foundations of Health Care Management also concentrateson innovations and describes steps in the transition to moredecentralized and creative approaches to the management of healthcare facilities. The book covers physician management from thephysician's viewpoint, a valuable perspective for health caremanagers. The book serves important dual purposes for faculty and studentsby providing both insights into the health care field as well asfoundational content on essential management and leadershipcompetencies. A full set of support materials is available forinstructors at the book's companion Web site.

Innovation in Health Informatics: A Smart Healthcare Primer explains how the most recent advances in information and communication technologies have paved the way for new breakthroughs in healthcare. The book showcases current and prospective applications in a context defined by an imperative to deliver efficient, patient-centered and sustainable healthcare systems. Topics discussed include big data, medical data analytics, artificial intelligence, machine learning, virtual and augmented reality, 5g and sensors, Internet of Things, nanotechnologies and biotechnologies. Additionally, there is a discussion on social issues and policy- making for the implementation of smart healthcare. This book is a valuable resource for undergraduate and graduate students, practitioners, researchers, clinicians and data scientists who are interested in how to explore the intersections between bioinformatics and health informatics. Provides a holistic discussion on the new landscape of medical technologies, including big data, analytics, artificial intelligence, machine learning, virtual and augmented reality, 5g and sensors, Internet of Things, nanotechnologies and biotechnologies Presents a case study driven approach, with

references to real-world applications and systems Discusses topics with a research-oriented approach that aims to promote research skills and competencies of readers

Learn and innovate with the latest technologies in nursing and healthcare! The first text of its kind in nursing, this book provides up-to-date information on innovative, smart technologies that nurses can use in clinical and nonclinical settings to keep up with the changing face of healthcare. This compelling guide will provide you with information about exciting areas of technology that have great potential to improve patient care. Subjects include big data, artificial intelligence, virtual and augmented realities, connected technologies, and precision health. There is also discusson of the shift of healthcare delivery into the community, with an outlook on improving outcomes and enhancing practice. Each chapter focuses on developing competency in current and future real-world applications of emerging technologies. Early chapters describe how to utilize new tools, processes, models, and products to serve the quadruple aim of better managing populations, decreasing costs, and enhancing both the patient's and the clinician's experience. The culture of innovation coincides with the ever-changing politics of healthcare in later chapters, which then evolves into the entrepreneurial opportunities for nurses. This text is an essential introduction for all practicing nurses, nurse leaders, and nurses teaching health information technology or informatics courses. Key Features: Written by nurses for nurses The latest information on emerging health information technology and associated nursing implications Compelling cases show the dramatic effect of innovations on value-based care Learn how applying novel technologies can improve patient care Qualified instructors have access to supplementary materials, including PowerPoint slides and an Instructor's Manual

This book explores in depth the phenomenon of user innovation in healthcare. In particular, the book sheds light on patient innovation, whereby patients and/or caregivers proactively develop and diffuse new products and services that provide health and quality of life benefits by addressing gaps in existing market offerings. The aim is to clarify the key characteristics of these innovative processes and to offer practitioners and policymakers tangible bottom-up evidence, solutions, and ideas that will assist in improving health systems, organizations, and practices. A number of important and interesting research questions are addressed, casting light on the types of products and services that tend to be developed by patient innovators, the typical profile of these innovators, the role played by firms, institutions, and health professionals, and the ways in which digital technologies support the dissemination of innovations among patient communities and within the industry. Beyond academic scholars and policymakers, the book will be of high value for students on master's programs in both medical sciences and business and economics.

In today's rapidly changing business environment, strong influence of globalization and information technologies drives practitioners and researchers of modern supply chain management, who are interested in applying different contemporary management paradigms and approaches, to supply chain process. This book intends to provide a guide to researchers, graduate students and practitioners by incorporating every aspect of management paradigms into overall supply chain functions such as procurement, warehousing, manufacturing, transportation and disposal. More specifically, this book aims to present recent approaches and ideas including experiences and applications in the field of supply chains, which may give a reference point and useful information for new research and to those allied, affiliated with and peripheral to the field of supply chains and its management.

How can healthcare systems be transformed by reimagining their multiple silos to favor processes and practices that are more responsive to local, horizontal initiatives? Altering Frontiers analyzes numerous experiences, using a multidisciplinary approach, paying attention to certain actors, collectives and organizational arrangements. Through this work, levers are identified that promote lasting transformation: recognizing the legitimacy of the practices of many who are often "invisible"; trusting those who know their intervention territory; investing in methodological support; taking advantage of tools and procedures such as instruments for strategic and managerial discussion; and developing the capacity to absorb innovative ideas and experiences that circulate within the environment.

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.

Innovations in management are becoming more numerous and diverse, and are appearing in organizations providing many different kinds of products and services. The purpose of this book is to examine whether some widely-promoted examples of these management innovations – ranging from techniques such as Kaizen to styles of leadership and the management of learning – can usefully be applied to organizations which provide healthcare, and applied in different kinds of health systems. Management Innovations for Healthcare Organizations is distinctive in selecting a wide and diverse range and selection of managerial innovations to examine. No less distinctively, it makes an adaptive, critical scrutiny of these innovations. Neither evangelist nor nihilist, the book instead considers how these innovations might be adapted for the specific task of providing healthcare. Where evidence on these points is available, the book outlines that too. Consequently the book takes an international approach, with contributions from Europe, the Middle East, Australia and North America. Each contributor is an expert in the management innovation which they present. This combination of features makes the book unique.

Across the world, the demands placed on health systems are growing rapidly. Developed countries face the challenge of providing services to an ageing population with changing health needs, while countries with developing health systems must find ways of ensuring their populations are provided with access to healthcare. Innovative thinking is essential to meet these twin challenges, but innovation is both a cause and cure of many struggles in healthcare — we need it, but it is hard to manage and the introduction of new technology can lead to higher costs. Using real-life examples and case studies from around the world, this book introduces the latest thinking on understanding and managing healthcare innovation more effectively. It does this from the perspective of governments responsible for shaping health policy, healthcare organisations providing services and juggling competing demands, and from the perspective of the

industries that supply the new drugs, devices and other technologies. Managing Innovation in Healthcare is the perfect accompaniment for MSc, PhD and MBA students on health policy, management and public health courses, as well as managers, consultants and policy makers involved in healthcare services in both the public and private sector.

This book addresses the issue of modern medical innovations management through an inductive approach by looking into cases before putting forward solutions in terms of strategies and tools. It provides a model for the designing and implementation of effective healthcare technology management (HTM) systems in hospitals and healthcare provider settings, as well as promotes a new method of analysis of hospital organization for decision-making regarding technology to show how systematic management using a strategy that balances bottom-up and top-down driven innovations, can deliver better medical technological advances.Managing Medical Technological Innovations is organized in three parts. Part 1 covers innovation strategies, laying the groundwork and concepts in design thinking. Part 2 follows by presenting the tools available for implementation. And finally, Part 3 uses the case studies of pharmaceutical firms in China and hospital medical record management in Holland to illustrate how these ideas and methodologies have been applied.This book is suitable for healthcare administrators, management, and IT personnel involved in the planning, expansion and maintaining of healthcare technology management and organisation seeking a reference with most recent approaches and cases from an international context; researchers seeking new approaches to apply to emerging medical technologies in different regions; and graduate students who are either doing their research or taking introductory as well as advanced courses in engineering and technology management in different parts of the world.

The roots of health literacy can be traced back to the national literacy movement in India under Gandhi and to aid groups working in Africa to promote education and health. The term health literacy was first used in 1974 and described as "health education meeting minimal standards for all school grade levels". From that first use the definition of health literacy evolved during the next 30 years with official definitions promulgated by government agencies and large programs. Despite differences among these definitions, they all hold in common the idea that health literacy involves the need for people to understand information that helps them maintain good health. Although the United States produces a majority of the research on health literacy, Europe has strong multinational programs as well as research efforts, and health literacy experts in developing countries have created successful programs implemented on a community level. Given these distinct strengths of efforts worldwide, there are many opportunities for collaboration. International collaboration can harness the United States' research power, Europe's multilingual and multinational experience, and developing nations' community-based programs to create robust programs and research that reach people-not based on language or nationality but on need and value. A workshop on international health literacy efforts that feature presentations and discussion about health literacy interventions from various countries as well as other topics related to international health literacy was held as the basis for this report. Health Literacy: Improving Health, Health Systems, and Health Policy Around the World summarizes the findings and discussions at the workshop.

America's health care system has become too complex and costly to continue business as usual. Best Care at Lower Cost explains that inefficiencies, an overwhelming amount of data, and other economic and quality barriers hinder progress in improving health and threaten the nation's economic stability and global competitiveness. According to this report, the knowledge and tools exist to put the health system on the right course to achieve continuous improvement and better quality care at a lower cost. The costs of the system's current inefficiency underscore the urgent need for a systemwide transformation. About 30 percent of health spending in 2009--roughly $750 billion--was wasted on unnecessary services, excessive administrative costs, fraud, and other problems. Moreover, inefficiencies cause needless suffering. By one estimate, roughly 75,000 deaths might have been averted in 2005 if every state had delivered care at the quality level of the best performing state. This report states that the way health care providers currently train, practice, and learn new information cannot keep pace with the flood of research discoveries and technological advances. About 75 million Americans have more than one chronic condition, requiring coordination among multiple specialists and therapies, which can increase the potential for miscommunication, misdiagnosis, potentially conflicting interventions, and dangerous drug interactions. Best Care at Lower Cost emphasizes that a better use of data is a critical element of a continuously improving health system, such as mobile technologies and electronic health records that offer significant potential to capture and share health data better. In order for this to occur, the National Coordinator for Health Information Technology, IT developers, and standard-setting organizations should ensure that these systems are robust and interoperable. Clinicians and care organizations should fully adopt these technologies, and patients should be encouraged to use tools, such as personal health information portals, to actively engage in their care. This book is a call to action that will guide health care providers; administrators; caregivers; policy makers; health professionals; federal, state, and local government agencies; private and public health organizations; and educational institutions.

Organizational change and innovation are central and enduring issues in management theory and practice. Dramatic changes in population demographics, technology, competitive survival, and social, economic, and environmental health and sustainability concerns means the need to understand how organizations repond to these shifts through change and innovation has never been greater. Why and what organizations change is generally well known; how organizations change is therefore the central focus of this Handbook. It focuses on processes of change — or the sequence of events in which organizational characteristics and activities change and develop over time — and the factors that influence these processes, with the organization as the central unit of analysis. Across the diverse and wide-ranging contributions, three central questions evolve: what is the nature of change and process?; what are the key concepts and models for understanding organization change and innovation?; and how should we study change and innovation? This Handbook presents critical evolving scholarship from leading experts across a range of disciplines, and explores its implications for future research and practice.

Managing Innovation is an established, best-selling text for MBA, MSc and advanced undergraduate courses on innovation management, management of technology, new product development and entrepreneurship. It is also widely used by managers in both the service and manufacturing sectors. Now in its fifth edition, the text has been fully revised and is accompanied by the Innovation Portal at www.innovation-portal.info, which contains an extensive collection of additional digital resources for both lecturers and students. Features: The Research Notes and Views from the Front Line feature boxes strengthen the evidence-based and practical approach making this a must-read for anyone

studying or working within innovation. The Innovation Portal at www.innovation-portal.info is an essential resource for both student and lecturer and includes the Innovation Toolkit – a fully searchable array of practical innovation tools along with a compendium of cases, activities, audio and video clips.

Medical Innovation: Concept to Commercialization is a practical, step-by-step approach on how to move a novel concept through development to realize a commercially successful product. Real-world experience cases and knowledgeable contributors provide lessons that cover the practices of diverse organizations and multiple products. This important reference will help improve success and avoid innovation failure for translational researchers, entrepreneurs, medical school educators, biomedical engineering students and faculty, and aspiring physicians. Provides multiple considerations and comprehensive lessons from varied organizations, researchers and products Designed to help address topics that improve success and avoid the high cost of innovation failure Recommends the practical steps needed to move a novel, non-developed concept into a tangible, realistic and commercially successful product

Written by the President and CEO of the Institute for Healthcare Improvement (IHI) and a leading health care journalist, this groundbreaking book examines how leading organizations in the United States are pursuing the Triple Aim—improving the individual experience of care, improving the health of populations, and reducing the per capita cost of care. Even with major steps forward – including the Affordable Care Act and the creation of the Center for Medicare and Medicaid Innovation -- the national health care debate is too often poisoned by negativity. A quieter, more thoughtful, and vastly more constructive conversation continues among health care leaders and professionals throughout the country. Innovative solutions are being designed and implemented at the local level, and countless health care organizations are demonstrating breakthrough remedies to some of the toughest and most expensive challenges in health care. Pursuing the Triple Aim shares compelling stories that are emerging in locations ranging from Pittsburgh to Seattle, from Boston to Oakland, focused on topics including improving quality and lowering costs in primary care; setting challenging goals to control chronic disease with notable outcomes; leveraging employer buying power to improve quality, reduce waste, and drive down cost; paying for care under an innovative contract that compensates for quality rather than quantity; and much more. The authors describe these innovations in detail, and show the way toward a health care system for the nation that improves the experience and quality of care while at the same time controlling costs. As the Triple Aim moves from being largely an aspirational framework to something that communities all across the US can implement and learn from, its potential to become a touchstone for the work ahead has never been greater. Pursuing the Triple Aim lays out the vision, the interventions, and promising examples of success.

Health-Care Solutions from a Distant Shore Health care in the United States and other nations is on a collision course with patient needs and economic reality. For more than a decade, leading thinkers, including Michael Porter and Clayton Christensen, have argued passionately for value-based health-care reform: replacing delivery based on volume and fee-for-service with competition based on value, as measured by patient outcomes per dollar spent. Though still a pipe dream here in the United States, this kind of value-based competition is already a reality--in India. Facing a giant population of poor, underserved people and a severe shortage of skills and capacity, some resourceful private enterprises have found a way to deliver high-quality health care, at ultra-low prices, to all patients who need it. This book shows how the innovations developed by these Indian exemplars are already being practiced by some far-sighted US providers--reversing the typical flow of innovation in the world. Govindarajan and Ramamurti, experts in the phenomenon of reverse innovation, reveal four pathways being used by health-care organizations in the United States to apply Indian-style principles to attack the exorbitant costs, uneven quality, and incomplete access to health care. With rich stories and detailed accounts of medical professionals who are putting these ideas into practice, this book shows how value-based delivery can be made to work in the United States. This "bottom-up" change doesn't require a grand plan out of Washington, DC, agreement between entrenched political parties, or coordination among all players in the health-care system. It needs entrepreneurs with innovative ideas about delivering value to patients. Reverse innovation has worked in other industries. We need it now in health care.

This is a systematic review on how innovations in health service practice and organisation can be disseminated and implemented. This is an academic text, originally commissioned by the Department of Health from University College London and University of Surrey, using a variety of research methods. The results of the review are discussed in detail in separate chapters covering particular innovations and the relevant contexts. The book is intended as a resource for health care researchers and academics.