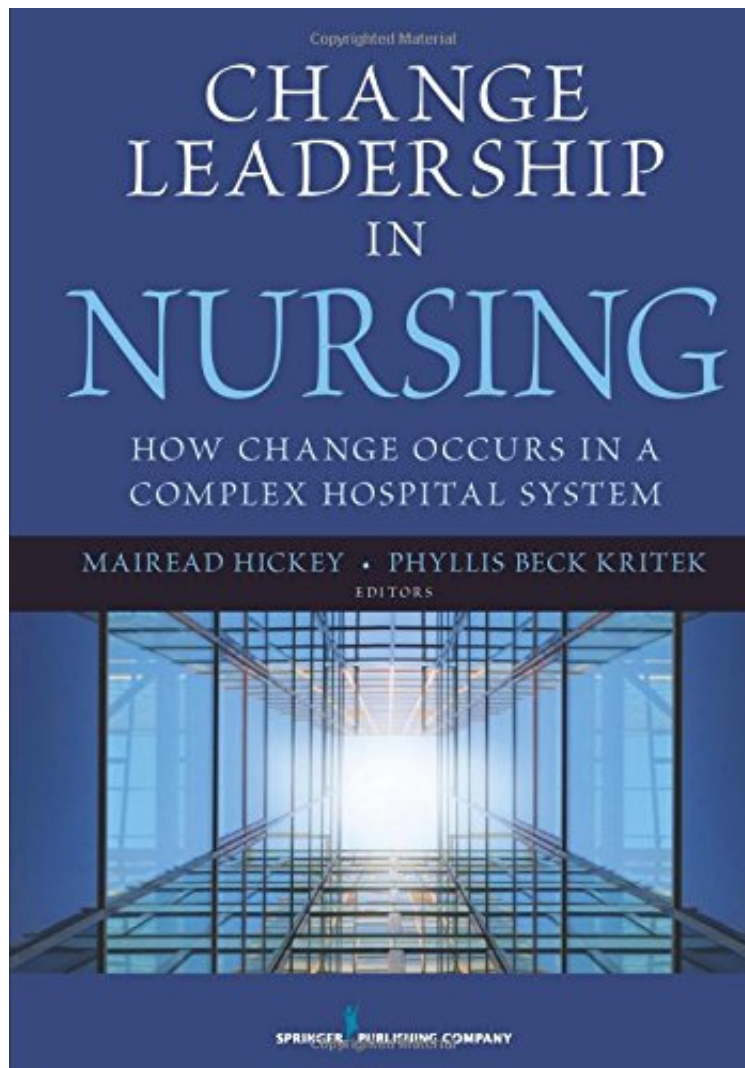


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# Change Leadership in Nursing: How Change Occurs in a Complex Hospital System

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students as well as all nurses learning how to lead and create change in healthcare! Given the complexity and uncertainty of healthcare today, this book is a welcome map and reference for how to navigate the white waters of rapid change while keeping a steely-eyed focus on improving healthcare and advocacy for vulnerable individuals and populations. The honest real life world of healthcare facing nursing leaders today is exquisitely presented with creative approaches to move forward with success and innovation. This book brings students and nurses up close to the specific challenges of today, while providing insight and perspective as well as a sense of hope, courage, and energy. Many leadership books contribute overviews of theories with case study examples for application. This book brings you directly inside an amazing healthcare system and shows you how strong committed leaders are solving the incredible issues facing us today so that we may not only survive, but thrive, and fulfill our promise of a collaborative system that is truly focused on patient centered, quality care. 0 of 0 people found the following review helpful. A practical guide to change in healthcare organizations By Debra G. Bravo to Phyllis Kritek, Mairead Hickey and the nurse leaders and nursing staff at Brigham Women's Hospital for this excellent compilation of stories describing their collaborative approach for changing the culture across their organization. This book outlines in detail the intentional efforts of the CNO, directors and managers who chose to support the development of nursing practice and the provision of excellent care to patients. Using appreciative approaches, positive deviance, collective effort, and the building of effective relationships, this book demonstrate how large-scale change can happen in complex organizations. The stories are compelling and the examples of how change emerges from distributed effort serves as a guide for others who seek to accomplish system change in healthcare organizations. Excellent work by all! I highly recommend this book for anyone who is faced with leading change in complex organizations-

Recommended."--Choice: Current Reviews for Academic Libraries Brigham and Women's Hospital, a high-profile, complex, academic medical center in Boston, MA, is a founding member of the Partners HealthCare System and is associated with Harvard Medical School and Dana Farber Cancer Institute. This truly unique volume chronicles the systemic efforts of the nursing department to make an already outstanding system even better. It provides access to a compelling story of institute-wide nursing practice today and how the opportunity for major change was embraced and successfully accomplished. Told from the perspective of ninety administrative and staff nurses, it serves as a model for change in similar institutions everywhere. Key Features Provides "real world" system level description of hospital-wide change initiated and implemented by nurses committed to safe quality patient care Serves as a roadmap for institution-wide change for aspiring nurse leaders, including values to support, tools to develop or use, resources to be managed, key personnel to employ, and more Offers nurse executives an array of catalytic ideas they can adapt to their own settings Acts as a model for administrators and students in Masters and Doctoral Programs who are interested in seeing how change occurs in complex systems through personal engagement at all levels"

From the Back Cover""Recommended."--Choice: Current s for Academic Libraries Brigham and Women's Hospital, a high-profile, complex, academic medical center in Boston, MA, is a founding member of the Partners HealthCare System and is associated with Harvard Medical School and Dana Farber Cancer Institute. This truly unique volume chronicles the systemic efforts of the nursing department to make an already outstanding system even better. It provides access to a compelling story of institute-wide nursing practice today and how the opportunity for major change was embraced and successfully accomplished. Told from the perspective of ninety administrative and staff nurses, it serves as a model for change in similar institutions everywhere. Key Features Provides ""real world"" system level description of hospital-wide change initiated and implemented by nurses committed to safe quality patient care Serves as a roadmap for institution-wide change for aspiring nurse leaders, including values to support, tools to develop or use, resources to be managed, key personnel to employ, and more Offers nurse executives an array of catalytic ideas they can adapt to their own settings Acts as a model for administrators and students in Masters and Doctoral Programs who are interested in seeing how change occurs in complex systems through personal engagement at all levels "About the Author Phyllis Beck Kritek, PhD, MSN, FAAN, is a Conflict Engagement Specialist who works with nursing education programs and major nursing organizations and hospital systems, including New York University, AONE, Kaiser Permanente, and Brigham and Women's Hospital. Her previous accomplishments mark her as a leader in nursing education, including: Founding Director, Doctoral Program, UT Nursing, Galveston, where she also obtained the title Distinguished Professor of Nursing and was Chair, Department of Mental Health/Management; Professor and Dean, Marquette University College of Nursing; Founding Director, Doctoral Program and Research Center Director, University of Wisconsin-Milwaukee School of Nursing, and more. From 1991-1995 she was a member, Board of Governors and Chair, Council for Nurse Executives, NLN. From 1996-2004 she was member, Board of Trustees, CGFNS, and Treasurer and President of the Board. She is a Kellogg Leadership Fellowship Alumnae, and has received numerous awards and honors. She has authored two books through Jossey-Bass and NLN Press with many articles in peer-reviewed journals and chapters in books. ||Mairead Hickey, PhD, RN, FAHA, was the CNO and Senior VP, Patient Care Services, Brigham and Women's Hospital at the time this book was written. She now holds the position of Chief Operating Officer and Executive Vice President at Brigham and Women's Hospital.

Previous positions there include: VP, Women's and Specialty Services and Director, Quality Care Management. Other accomplishments include, Director, American Association of Critical Care Nurses, Institute for Nursing Healthcare Leadership, Boston; Program Committee Member, American Heart Association; and Member, Search Committee for President of MGH Institute for Health Professions. At Yale University School of Nursing, she was an associate professor and chair of the graduate program for medical-surgical clinical nurse specialists. She has written three monographs, two for AACN, and myriad research reports and presentations nationally. She has served on several editorial or review boards including Journal of Cardiovascular Nursing, Research in Nursing and Health, Critical Care Nursing Clinics of North America, American Journal of Critical Care, and others.