Index

absence management 117–31
absenteism see also presenteeism
‘absence culture’ 130–31
attendance decisions 130–31, 132
costs 113, 114–17, 130, 239–40
leading to dismissal 120
linked to employee engagement and commitment 117–19
measuring and monitoring 117, 118–19, 121–2
rates 5, 114–17, 221
stress-related 239–40
data collection and management 118–19, 122–30
HRM initiatives 119–20
strategic approach to 120
Academy of Medical Royal Colleges 154–6
accident causation 249–51
Acree, C.M. 139
active failures 250
adaptive design methodology 52
adaptive leadership 191–2
Adelrazek, F. 225
Adil, M. 42
Adinolfi, P. 67
adverse events 251
Agarwal, A. 67, 68
Aiken, L.H. 63, 66, 107, 205, 208, 221, 227
Akerjordet, K. 139
Albury, D. 37
Alexander, J.A. 67
Alford, J. 189, 190
Allison, M. 193, 195
Amabile, T. 99
Amabile, T.M. 80
American Association for the History of Nursing (AAHN) 137
American Association of Critical Care Nurses (AACN) 141, 142
American Organization of Nurse Executives 142
Anderson, B.J. 141
Andersson, L.M. 229
Angeline, T. 211
Anthony, M.K. 140
Antoniou, A. 239
Appleby, J. 24, 38, 40, 176
Armit, K. 161
Armstrong, K.J. 66
Armstrong-Stassen, M. 104
Arndt, M. 175
Ashforth, B.E. 228
ASSET health index 240
Atkinson, S. 160
Atkinson Review 11, 12–14
Audit Commission 114, 115–17, 118
authority 194
see also leadership
autonomy 81–2
creativity and 81, 82–3, 84, 87–8
and employee engagement 211
avoidance goal orientation 90–91
Avolio, B. 187
Ayers, L.R. 167
Bach, S. 68
Baddeley, S. 196
Badham, R. 196
Baer, M. 89
Bahensky, J. 176
Baker, G.R. 68, 194, 267
Baker, K. 46
Bakker, A.B. 154, 206, 210, 215, 228
Balke, J.M. 140
Bamford, D. 113
Bandura, A. 232
Barker, R. 176
Barling, J. 99
Barraud-Didier, V. 63
Barron, K.E. 86, 90

269
The innovation imperative in health care organisations

Barsh, J. 49
Bartram, T. 66, 68, 221
Bason, C. 53
Bass, B.M. 139
Bateman, N. 176
Bateman, T.S. 86
Batt, R. 64
Baumann, A. 101, 104, 109
Becker, B.E. 64
Belanger, P. 68
Benington, J. 187, 188, 190, 192, 193, 194
Benning, A. 248
Ben-Tovim, D. 164, 166, 167
Berg, P. 71
Berwick, D.M. 30
Berwick, D.R. 247
Bessant, J. 37, 54, 55
Bevan, G. 176
Bevan, H. 44
Bigelow, B., 175
Bisognano, M. 42–3
Blythe, J. 104, 109
Boaden, R. 32
Bohmer, R.M.J.C. 265
Bono, J.E. 231, 232
Boorman Review 114–15, 118, 130
Borrill, C. 67
Boselie, P. 65
Bowen, D.E. 71
Bowman, E. 99
Boyatzis, R., 195
Boyatzis, R.E. 142
Bradford Factor system 120, 121–2
Braithwaite, J. 68, 70
Breen, B. 53
Bristol Royal Infirmary 249
Broström, G.P. 131
Brown, T. 166
Browne, A. 230
Buchan, J. 65
Buchanan, D.A. 196
Bullying 229–30
bureaucracy 189
Burke, R.J. 98, 104, 107, 109, 205, 206, 212, 213
Burnett, D.D. 83, 84, 88
burnout 207, 211, 227–8
see also stress

Business Process Re-engineering (BPS) 164, 166
Butcher, D. 196
Butler, P. 69
Button, S.B. 87
Cameron, J.J. 206
Cameron, K. 99, 100, 104, 107, 206
Canadian Institute for Health Information 221
Capita 119
Carrington, L.A. 113
Cartwright, S. 240
Cascio, W.F. 99, 107, 109
Catford, J. 176
challenge stressors 82
Champy, J.A. 164, 166
Chan, D.K. 106
Chang, W.Y. 67
change
incremental 54
through radical innovation 49
change management
leadership domain 138
leadership skills for 53
NHS programmes for 44
nurse leadership role in, 149
supporting processes 4
for value improvements 30–32
change thinking 44–5
Chartered Institute of Personnel Development (CIPD) 239, 240
Cheng, G.H. 106
CHKS 42
Cho, J. 221, 227, 228, 231
Choi, J.N. 83
Christensen, C. 49, 50, 51, 52
Chung, N.G. 211
Church, M.A. 86
Clarke, M. 196
Clarke, N. 154, 156
Classen, DC. 27
Clemmer, T. 27
clinical audit 30, 32
clinical incidents 249–51
clinical processes 251–3
clinical systems 252–3
clinician managers 70
Combs, J. 64, 65, 68
Committee on Healthcare in America 68
Commonwealth Fund (US) 42, 53
competencies
  leadership 195–9
  medical leadership 161
  nurse leaders 141–3
competing values framework 91
Computer Sciences Corporation (CSC) 49
Confederation of British Industry 240
Conger, J.A. 222, 225
Conservation of Resources (COR) theory 210
Conti, R. 99
Cooper, C.L. 206, 213, 239, 240, 241, 242
coping organizations 69
Cortina, L.M. 229
cost savings
  improved absence management 114, 116
  need for 3
the ‘Nicholson Challenge’ 9, 18–20
quality improvements and 23–33
  barriers 30–32
  enabling factors 32–3
  evidence for 26–8
  examples 24–5
  planning and implementation 30–32
  selecting areas for improvement 29–30
restructuring and downsizing programmes 98–110
counselling 242
craft organizations 69
creativity 79–92
  definition 80
  facilitators and inhibitors 80–83
  reward systems 81–2
  supervisors’ and co-workers’ influence 80–81
  work challenges and autonomy 82–3
organizational environments 87–91
  autonomous contexts 82–3
  low risk contexts 90–91
  supportive and appreciative contexts 88–90
person-environment fit (P-E) theory 83–91, 214
sources 80
trait activation theory and 84–91
see also innovation
Crick, B. 196
Crossing the Quality Chasm 251
Crump, B. 42, 53
Csikszentmihalyi, M. 206
Cua, K.O. 164
Cullinane, P. 12
Cummings, A. 80
Cummings, G. 104
Currie, G. 193, 195
Cushway, D. 221
Dare, F. 37
Darzi, A. Baron of Denham 39
David, A. 176
Davidson, J. 101
Davies, G. 68
Davies, H.T.O. 67
de Bono, E. 44
de Koning, H. 164, 167
Dean, B. 252
Deber, R. 69
DeCicco, J. 230
Define Measure Analyse Improve Control (DMAIC) methodology 167
degression, P. 69
delaney, J.T. 63, 64
deluga, R.J. 226
demerouti, E. 214
deming, W. Edwards 164, 166, 176
denis, J.-L. 193, 194
department of Health 48, 50
NHS Reference Costs, 12
Operating Framework for the NHS in England 2012/13, 39
The Year: NHS Chief Executives’s Annual Report 2008/9, 18
depression 240
deShon, R.P. 86, 87
devine, K. 99
dewe, P. 239
dickinson, H. 154, 192, 196
dion, M.J. 229
‘disruptive’ innovation 49–51, 52
distributed leadership 193, 195
domino theory 250
Dopson, S. 69
Dorrell, Stephen 40
Dougherty, D. 99
Downsizing see restructuring
Drory, A. 196
Dubois, C.-A. 68
Duckett, S.J. 68
Duffield, C.M. 140, 141
Dunbar, J.A. 68
Dunham-Taylor, J. 140
Dunn, A. 174
Dunn, C. 113
Dussault, G. 63, 68
Duthe, R. 166
Dweck, C.S. 85, 86
Dwyer, J. 68, 70
Dyer, L. 68
Easton, J. 41
Edmonstone, J. 194
Edmundson, A. 90
Einarsen, S. 229
Elliott, A.J. 85, 86
emotional intelligence 140–41, 198
employee commitment 118
employee engagement 117–18, 153–4,
206–8
autonomy and 211
characteristics of trusts with high
levels of 160
front-line staff 212
human resource management
(HRM) initiatives 214–15
interventions to improve 213–14
job performance and 210–13
measurement 156–9
medical engagement 154–62
nurses 208–10, 209–10
occupational variations 213
organizational support for 214–15
organizational performance and 206
personal characteristics and 213
presenteemism and 130
teamwork and 213–14
workplace empowerment theory and
227–8
employee relations 71
employees
burnout 207, 211, 227–8
creative thinking 79–80
education and training 67
employee relations 71
goal orientation theory 84–91
health and well-being see also
sickness absence
HRM initiatives 119–20
linked to engagement and
commitment 118, 119–20
linked to service quality 114, 115,
119–20
stress 239–44
workplace empowerment theory
221, 230–31
impact of downsizing and
restructuring programmes 98–9,
100–103, 107–9
person-environment fit (P-E) theory
83–91, 214
trait activation theory 83–5
unions 106
see also human resource
management (HRM)
empowerment theory
influence on engagement and
burnout 227–9
leadership and empowerment 225–6
limitations 232
outcomes 227–32
engagement 228
personal dispositional factors
231–2
positive working relationships
229–30
staff retention 227, 230–31
retention 227
structural empowerment 222–4
theoretical framework 222–3
Enhancing Engagement in Medical
Leadership project 155–6
entity theory 86
Erwin, D. 267
Etain, A. 164
Estabrooks, C.A. 104
Estryn-Behar, M. 67
extrinsic rewards 82
failure mode and effect analysis 253,
259
Farmer, S.M. 89
Index

Faulkner, J. 230
feedback, management-employee 80, 84
Felstead, A. 69
Feltric, F. 265
Figueras, J. 68
Fillingham, D. 164, 166, 167
financial crisis 2008/9 16–18
financial performance 65–6
Finegan, J. 209, 221, 228, 230, 231
first order change 45
Fisher, C.D. 85, 88
Fisher, S.R. 99
Fletcher, C. 195, 196
flexible working, 242–3
Flint, D.H. 109
Flintoff, V. 68
Ford, J.K. 86
Franco, L.M. 68
Fredrickson, B.L. 206, 210
Freeman, S.J. 98
Freeney, Y.M. 208
Frese, M. 79
Frost, A. 71
Fry, R. 53

Gallie, D. 69
Gallop, G. 196
Gallup Workplace Audit 207
Gardner, W. 187
Garling, P. 68
Gavin, M.B. 230
Gawande, A. 266
General Medical Council (GMC) 161
George, J.M. 80, 84, 89, 90
Gerhart, B. 64
German Federal Health Monitoring 240
Gersick, C.J.G. 51
Giallonardo, L.M. 209
Gilbreth, F. and L. 163–4
Gillespie, J.Z. 86, 87
Gilson, L.L. 89
global financial crisis 16–17
Global Trigger tool (IHI) 248
Glouberman, S. 69
goal orientation 84–91
avoidance goal orientation 90–91
as a dispositional trait 86–7
interaction with work environment
to affect creativity 85–91
learning goals 85–6
performance goals 85–6
prove goal orientation 88–90
Godard, J. 64
Goleman, D. 140, 198
Gong, Y. 85
Gonzalez-Roma, V. 215
Gowen, C.R. 68, 70
Gowing, M.K. 98
Graen, G.B. 225
Granberg, C. 27
Greco, P. 225, 227, 228
Greener, I. 79
Greenliss, Esther 101
Gregory, T. 38
Griffiths, P. 70
Grill, K. 187, 190, 192
Grol, R.P. 33
Gronn, P. 193, 195
Grove, A. 167, 169
Gully, S.M. 86
Guterman, H.A. 83, 84
Guthrie, J.P. 63, 64
Hackman, J.R. 84
Hakanen, J.J. 209, 215, 228
Halbesleben, J.R.B. 210
Ham, C. 154
Hamel, Gary 49, 51, 52
Hammer, M. 164, 166
Hanes, T. 108
Hansen, A.M. 229
Harackiewicz, J.M. 86, 90
Hardin, S. 141
Harley, B. 63, 71
Harmon, J. 63
Harris, C. 265
Harris, C.P. 68
Harrison, S. 70
Harter, J.K. 66, 207, 211, 215
Hartley, J. 187, 188, 189, 190, 192, 193,
194, 195, 196, 198
Haughe, E. 226
Havens, D.S. 208
Hayes, B. 221
health financing systems 27
free at the point of delivery 38
Health Foundation 247, 254–60
health inequalities 39
the innovation imperative in health care organisations

health visiting
lean transformation case study
168–74
process map 171
tasks, waste and value-added 170
healthcare, context and challenges
3–5
Heifetz, R. 190, 191, 193, 194
Helfrich, C. 26
Hellstrom, A. 176
Hemman, E.A. 140
high performance work systems (HPWS) 64–5, 67–8, 69
Highsmith, J. 180
Hillard, M. 71
Hindle, D. 68
Hirst, G. 85, 87, 88, 89, 90
HMSO 68
Ho, V.T. 211
Hobfoll, S.E. 210
Hoel, H. 229
Holden, L. 71
Hollnagel, E. 251
Holton, B.C. 67
Hood, C. 176
Hopkins, M.M. 140
Horsburgh, M. 69
hospital restructuring programmes
98–110
Hospital Services Restructuring Commission (Ontario) 100
House of Commons Committee of Public Accounts 40
House of Commons Health Committee 39
Howkins, E. 79
Hui, C. 226
human resource management (HRM)
63–72
‘best practice’ in 63–5
contribution to organizational performance 5, 64–8, 71–2
impact on employee relations 71
impact on service delivery processes 69–71
impact on work organisation 69
developmental feedback 80, 84
education and training 67
employee engagement initiatives 214–15
health and well-being initiatives 119–20
in high performance work systems (HPWS) 64–5, 67–8, 69
interventions during restructuring programmes 107–9
magnet hospital studies 66, 67
middle managers, practice of 71
nurse leaders role in 142–3, 149
outcomes 66
person-environment fit (P-E) theory 83–91
role in QI implementation 177–8
teamwork 67
Huselid, M.A. 63, 64
Huxham, C. 193, 198
Hyde, P. 119
Ibrahim, J. 68
improvement capacity 31–2
incapacity benefit 239
incremental theory 86
innovation
adaptive approach to 52
barriers to 44–6
definitions 37–8, 39
‘disruptive’ 49–51, 52
definitions 37–8
examples of types 46–7
framework 46–51
initiators 51–2
investment in output for 41
motivations for 53
processes 47
responsibility for 52, 55
services 47–9
sustaining 50
systematic approach to 54, 56
technological 49–51
see also creativity
Innovation and Improvement survey (NHS) 53
Institute for Fiscal Studies (IFS), funding projections 18
Institute for Healthcare Improvement 247, 248
Institute of Medicine (IOM) 30
integrated care strategy 48
interactional justice 80
interpersonal conflict 229–30
The innovation imperative in health care organisations

distributed leadership 193, 195
technical leadership 190–91
transformational leadership 139, 225
lean thinking 4, 166
barriers to implementation 169, 173–4
NHS initiatives 166
case study 168–74
Learning Domain Framework (NMLC) 141–2
learning goal orientation 85–6
in autonomous contexts 87–8
Leatt, P. 65
Lee, R.T. 228
Leggat, S.G. 63, 66, 68, 69, 70
Leggett, E. 85, 86
Leitche, H.J. 3
Leiter, M.P. 99, 206, 207, 208, 209, 215, 227, 228
Lenn, J. 99
Levitt, T. 182
Lewis, R. 176
Liden, R. 224
Lim, J.N.W. 70
Lockett, A. 193
Locock, L. 164, 167
London Protocol, The 252
Lu, X. 122
Lucas, V. 225
Luthans, F. 206
Macaulay, J. 37
MacDuffie, J.P. 63, 64
Macey, W.H. 206
MacLeod, D. 154, 156
Madjar, N. 89
magnet hospitals 66, 67, 208
Mahar, L. 37, 39, 54, 55, 56
Majoor, J. 68
management
clinicians role 70
middle managers 71
role in downsizing and restructuring initiatives 108
role in value improvement 32
stress prevention interventions 239–42
supporting creativity 80–81, 89–90
systems in health care settings 69–70
Managing sickness absence in the NHS: health briefing 114, 115–17, 118
Manchester Patient Safety Framework (MaPSaF) 256, 259
Manion, J. 140, 141
Mannion, R. 70
Manojlovich, M. 224, 227
manufacturing 65
Marion, R. 187, 189
Marks, M.L. 98, 99
Martin, L.A. 28
Martin, R.E. 98
Martinussen, M. 209
Maslach, C. 207, 209, 227, 228
Matthews, S.C. 70
May, D.R. 206, 207
Mayer, R.C. 230
Mayo Alumni 27
McAlearney, A.S. 266
McCleere, M. 66
McConnell, C.R. 70
McConville, T. 71
McElfatrick, S. 239
McGregor, H.A. 86
McGuire, E. 139
McIntyre, R. 71
Mckenna, B.G. 229
McKinnon, Hannah 108
McKinsey & Company 24
McKinsey and Company 99
McLaughlin, G. 188
McLean, J. 68
McLean, S. 176, 178
Measurement of Government Output and Productivity for the National Accounts
see Atkinson Review
medical engagement
impact on organizational performance 156–60
leadership and 161
Medical Engagement Scale (MES) 155, 156–9
medical errors 249–51
medical leadership 5, 154–62
engagement and 154–6
Enhancing Engagement in Medical Leadership project 154–6
Medical Leadership Competency Framework (MLCF) 161
<table>
<thead>
<tr>
<th>Name</th>
<th>Page(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Meredith, J.O.</td>
<td>181</td>
</tr>
<tr>
<td>Meyer, J.P.</td>
<td>231</td>
</tr>
<tr>
<td>middle managers</td>
<td>71</td>
</tr>
<tr>
<td>Miller, D.</td>
<td>27</td>
</tr>
<tr>
<td>Mintzberg, H.</td>
<td>69</td>
</tr>
<tr>
<td>Mishra, A.K.</td>
<td>99, 102, 107, 230</td>
</tr>
<tr>
<td>missed nursing care</td>
<td>140</td>
</tr>
<tr>
<td>Mitchell, A.</td>
<td>177</td>
</tr>
<tr>
<td>Montgomery, A.J.</td>
<td>216</td>
</tr>
<tr>
<td>Moore, J.</td>
<td>189, 194</td>
</tr>
<tr>
<td>Morjikian, R.</td>
<td>138, 141, 150</td>
</tr>
<tr>
<td>Mowles, C.</td>
<td>267</td>
</tr>
<tr>
<td>Mulgan, G.</td>
<td>37</td>
</tr>
<tr>
<td>Murray, R.</td>
<td>54, 55</td>
</tr>
<tr>
<td>Myers, D.G.</td>
<td>206</td>
</tr>
<tr>
<td>Naswall, K.</td>
<td>106</td>
</tr>
<tr>
<td>National Clinical Nurse Specialist (CNS) Competency Task Force</td>
<td>142</td>
</tr>
<tr>
<td>National Database of Nursing Quality Indicators RN survey</td>
<td>141</td>
</tr>
<tr>
<td>National Endowment for Science, Technology and the Arts (NESTA)</td>
<td>55</td>
</tr>
</tbody>
</table>
organizational models of accidents 249–51
organizational performance
 contribution of ‘best-practice’ HRM 63–73
employee engagement and 206, 210–13
high performance work systems (HPWS) 64–4, 67–8
HRM outcomes as performance indicators 5, 66
impact of restructuring programmes 100, 104, 105–7, 109
measurement 65–6
medical engagement and 156–60
patient reported outcome measures (PROMs) 9, 14–16, 21
organizations
‘absence culture’ 130–31
autonomous environments 82–3, 87
competing values framework 91
downsizing and restructuring 98–110
engagement interventions 214–15
environmental contexts 188, 189
fostering creativity 80–81
high performance work systems (HPWS) in 64–5, 67–8, 69
innovation culture 53
lacking psychological safety 90–91
person-environment fit (P-E) theory 83–91, 214
producers and consumers 190
reward systems 81–2
rewards culture 53
risk culture 53
safety culture 254, 256–7
social appreciative environments 80–81, 88–90
structures and systems 189
types based on outputs and outcomes 69
values 43
workplace empowerment theory 221–33
Osborn, R. 187, 188, 190
Ostroff, C. 71
Ott, M. 67
Øvretveit, J. 26, 27, 30, 33, 42, 167
Paauwe, J. 66
patient segmentation 48
Paller, D.A. 154
Palmer, S. 242
Parker, D. 256
Parker, H. 48, 49
patient reported outcome measures (PROMs) 9, 14–16, 39
patient safety 39, 246–60
clinical systems and 251–3
human resource management (HRM) practices and 70
initiatives 247–8
Safer Clinical Systems programme 247, 254–60
success rates 248, 256
National Patient Safety Agency 247
person-based approach 249
systems based approach 246–7, 250–51
human error in 253–4
proactive risk management 253, 254
safety culture 254, 256–7
systems thinking in 249–51
tools and techniques 256, 259
Patrick, A. 66, 225
Payne, S.C. 86, 87
Payson, S. 168
Pearson, C.M. 229
Pedhazur, E.J. 232
Peñaloza, M.C. 12
Penna 119
performance goal orientation 85–6
person-environment fit (P-E) theory 83–91, 214
Peterson, C.M. 206
Pettigrew, A. 26
Pfeffer, J. 216
Phillips, J.M. 86
Plan-Do-Study-Act cycle 166
Porath, C. 229
Porath, C.L. 86
Porter, J. 65
Porter, L. 188
Portsmouth Hospitals Trust 120
Posner, B.Z. 225
Powell, A.E. 167
power 194, 223–4, 226
see also leadership
Index

<table>
<thead>
<tr>
<th>Term</th>
<th>Page(s)</th>
<th>Author(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>presenteeism</td>
<td>115, 116, 130, 131, 239</td>
<td>see also absence management</td>
</tr>
<tr>
<td>Preuss, G.A.</td>
<td>64, 65, 68</td>
<td></td>
</tr>
<tr>
<td>Prins, J.T.</td>
<td>211</td>
<td></td>
</tr>
<tr>
<td>Pritchard, A.</td>
<td>12</td>
<td></td>
</tr>
<tr>
<td>Probst, T.M.</td>
<td>106, 109</td>
<td></td>
</tr>
<tr>
<td>procedural organizations</td>
<td>69</td>
<td></td>
</tr>
<tr>
<td>process innovation</td>
<td>47</td>
<td></td>
</tr>
<tr>
<td>production organizations</td>
<td>69</td>
<td></td>
</tr>
<tr>
<td>Productive Ward series</td>
<td>166</td>
<td></td>
</tr>
<tr>
<td>productivity</td>
<td>8–21</td>
<td></td>
</tr>
<tr>
<td>as efficiency measure</td>
<td>40–41</td>
<td></td>
</tr>
<tr>
<td>improvement imperative</td>
<td>9, 16–21, 40</td>
<td></td>
</tr>
<tr>
<td>measurement</td>
<td>10–16</td>
<td></td>
</tr>
<tr>
<td>aggregation of NHS activities</td>
<td>11–12</td>
<td></td>
</tr>
<tr>
<td>Atkinson Review</td>
<td>11, 12–14</td>
<td></td>
</tr>
<tr>
<td>input-output ratios</td>
<td>8–10, 16, 40</td>
<td></td>
</tr>
<tr>
<td>quality adjustments</td>
<td>9, 10, 14–16, 21</td>
<td></td>
</tr>
<tr>
<td>UK Centre for the Measurement of Government Activity (UKCeMGA)</td>
<td>13</td>
<td></td>
</tr>
<tr>
<td>quality considerations</td>
<td>39–44</td>
<td></td>
</tr>
<tr>
<td>PROMs see patient reported outcome measures</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Pronovost, P.J.</td>
<td>70</td>
<td></td>
</tr>
<tr>
<td>Pross, E.</td>
<td>139</td>
<td></td>
</tr>
<tr>
<td>Proudlove, N.</td>
<td>166, 167, 179</td>
<td></td>
</tr>
<tr>
<td>prove goal orientation</td>
<td>88–90</td>
<td></td>
</tr>
<tr>
<td>psychological empowerment</td>
<td>222–3, 224</td>
<td></td>
</tr>
<tr>
<td>psychological safety</td>
<td>90–91</td>
<td></td>
</tr>
<tr>
<td>public spending cuts</td>
<td>18</td>
<td></td>
</tr>
<tr>
<td>QALY see quality-adjusted life-years</td>
<td></td>
<td></td>
</tr>
<tr>
<td>quality</td>
<td></td>
<td></td>
</tr>
<tr>
<td>cost savings and 23–33, 41–2</td>
<td></td>
<td></td>
</tr>
<tr>
<td>barriers 30–32</td>
<td></td>
<td></td>
</tr>
<tr>
<td>enabling factors 32–3</td>
<td></td>
<td></td>
</tr>
<tr>
<td>evidence for 26–8</td>
<td></td>
<td></td>
</tr>
<tr>
<td>examples 24–5</td>
<td></td>
<td></td>
</tr>
<tr>
<td>planning and implementation</td>
<td>30–32</td>
<td></td>
</tr>
<tr>
<td>selecting areas for improvement</td>
<td>29–30</td>
<td></td>
</tr>
<tr>
<td>definition 39</td>
<td></td>
<td></td>
</tr>
<tr>
<td>first and second order change</td>
<td></td>
<td></td>
</tr>
<tr>
<td>thinking for 45–6</td>
<td></td>
<td></td>
</tr>
<tr>
<td>improvement tools and techniques</td>
<td>163–8</td>
<td></td>
</tr>
<tr>
<td>application to health care</td>
<td>167–8, 174–81</td>
<td></td>
</tr>
<tr>
<td>barriers to implementation</td>
<td>169, 173–4, 181–3</td>
<td></td>
</tr>
<tr>
<td>Business Process Re-engineering</td>
<td></td>
<td></td>
</tr>
<tr>
<td>(BPS) 164</td>
<td></td>
<td></td>
</tr>
<tr>
<td>in high-performing organizations</td>
<td>43–4, 45</td>
<td></td>
</tr>
<tr>
<td>human resource strategy in</td>
<td>177–8</td>
<td></td>
</tr>
<tr>
<td>iceberg model 174–8</td>
<td></td>
<td></td>
</tr>
<tr>
<td>leadership support for 178–9</td>
<td></td>
<td></td>
</tr>
<tr>
<td>lean thinking 166, 168–74, 169, 173–4</td>
<td></td>
<td></td>
</tr>
<tr>
<td>link to profitability 167–8</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Rapid Cycle Change (PDSA) 166</td>
<td></td>
<td></td>
</tr>
<tr>
<td>scientific management 163–4</td>
<td></td>
<td></td>
</tr>
<tr>
<td>a shared vision of quality</td>
<td>176</td>
<td></td>
</tr>
<tr>
<td>six sigma 167</td>
<td></td>
<td></td>
</tr>
<tr>
<td>strategy and business plan development</td>
<td>176–7</td>
<td></td>
</tr>
<tr>
<td>timeline of initiatives 165</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Quality Management (TQM) 164</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Toyota Production System (TPS)</td>
<td>164</td>
<td></td>
</tr>
<tr>
<td>measurement 66</td>
<td></td>
<td></td>
</tr>
<tr>
<td>patient reported outcome measures (PROMs)</td>
<td>14–16</td>
<td></td>
</tr>
<tr>
<td>productivity and 14–16, 39–44</td>
<td></td>
<td></td>
</tr>
<tr>
<td>supply chain and information flows</td>
<td>180–81</td>
<td></td>
</tr>
<tr>
<td>Quality, Innovation, Productivity and Prevention (QIPP)</td>
<td>24, 189</td>
<td></td>
</tr>
<tr>
<td>quality-adjusted life-years (QALYs)</td>
<td>14–15</td>
<td></td>
</tr>
<tr>
<td>Quine, L.</td>
<td>229</td>
<td></td>
</tr>
<tr>
<td>Quinn, R.E.</td>
<td>91</td>
<td></td>
</tr>
<tr>
<td>Radnor, R.</td>
<td>166</td>
<td></td>
</tr>
<tr>
<td>Rafferty, A.M.</td>
<td>66</td>
<td></td>
</tr>
<tr>
<td>Raja, U.</td>
<td>83, 84</td>
<td></td>
</tr>
<tr>
<td>Rapid Cycle Change (PDSA) 166</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Reason, J.</td>
<td>250</td>
<td></td>
</tr>
<tr>
<td>Reeves, T.</td>
<td>68</td>
<td></td>
</tr>
<tr>
<td>Reinersten, J.L.</td>
<td>154</td>
<td></td>
</tr>
<tr>
<td>Reisel, W.D.</td>
<td>106</td>
<td></td>
</tr>
<tr>
<td>Rentsch, J.R.</td>
<td>131</td>
<td></td>
</tr>
</tbody>
</table>
restructuring 97–110, 98–109
best practice recommendations 107–9
communication to stakeholders 108
costs 99–100
evidence from the private sector 109
HRM support interventions 107–9
impacts on employees 98–9, 100–103, 104, 105–7
organizational performance 100, 104, 105–7, 109
initiatives 105
private sector 99–100, 109
processes 102–3
stressors 103
studies in 98–9, 100–107
California hospitals study 105–7
Ontario hospitals study
reverse innovation 48
reward systems 81–2
rewards culture 53
Rhodes, S. 130
Rich, B.L. 207, 214, 215
Richard Ivey School of Business 101
Richardson, R. 64, 66
Richter, A.W. 79
Ridley, J. 230
Rigoli, F. 68
risk culture 53
Rittel, H. 192
Roberts, H. 161
Robertson, I. 241
Robinson, D. 117
Robinson, R. 42, 53
Rohrbough, J. 91
Rondeau, K. 68
Rondeau, K.V. 104
Rosen, B. 222
Rosenthal, M.B. 27
Rout, U. 239
Rust, R.T. 168
Sabiston, J.A. 226
Safer Clinical Systems programme 254–60
organizational context 256–7
phase 1 254–5
phase 2 255
programme outline and steps 257–9
systems assessment 259–60
systems based approach 247
Safer Patients Initiative 247–8
Safety Case 260
Safety Culture Index 256, 259
Sainsbury Centre for Mental Health 239
Salanova, M. 206, 208, 212, 213, 215, 216
Saltman, R. 68
Schaufeli, W.B. 154, 206, 207, 208, 210, 211, 212, 213, 215, 216, 228
Schmaling, C. 66
Schmenner, R.W. 179
Schneider, B. 206
Schneider, M. 187
Schneller, E. 79
Schouten, L.M.T. 163, 167
Schroeder, R.G. 164, 167
scientific management 163–4
Scotti, D.J. 64
second-order change 44–5
Securing Our Future Health: Taking a Long-term View 19–20, 21
Seibert, S. 228
Seig, Diane 139
Seligman, M.F.P. 206
Selznick, P. 195, 198
Seppala, P. 208, 212
Serrat, O. 39, 44
service innovation 47–9
Severinson, E. 139
Shah, R. 179
Shalley, C.E. 80, 83, 89
Shannon, R. 28
Shaw, C. 70
Sherman, R. 139, 142
Shewhart cycle 166
Shimazu, A. 211
Shokrpur, N. 67
Shortell, S.M. 91, 265
sickness absence see absence management
Sieff, A. 27
Silvester, K. 27
simplification strategies 48–9
Simpson, M.R. 207, 209
Sirotta, D. 206, 207
Index

Sisodia, R. 216
six sigma 167
Sleebos, E. 230
Smeltzer, C.H. 138
Snell, S.A. 64
Somers, M. 187
Sparrowe, R.T. 224
Spector, P.E. 231, 232
Spillane, J. 193, 195
Spreitzer, G.M. 99, 102, 107, 221, 222, 223, 224, 230
Spuhler, V. 27
Spurgeon, A. 113
Spurgeon, P. 122, 155, 156, 194, 256, 266
Srivastava, S. 53
Stacey, R. 189
staff see employees
Stanton, M.W. 221
Stanton, P. 68, 71
Steel, R.P. 113, 131
Steele-Johnson, D. 88
Steen, J. 52, 55
Steers, R.M. 130
Stewart, J. 192
Storey, J. 187, 192, 195
strategy innovation 47, 49–51
stress 239–44
organizational management policies 242–3
prevention strategies 239–42
see also burnout
structural empowerment 222–4
outcomes 227–32
substitution strategies 48
survivor syndrome 99, 102
sustaining innovations 50
Sverke, M.J. Helgren 106
Swiss cheese model 250–51
Synergy Model (AACN) 141
systems thinking 248–51
importance in nurse leadership role
142
in patient safety 249–51
Takeuchi, N. 64
‘tame’ problems 192
Taris, T. 206
Taylor, Frederick 163, 164
Taylorism see scientific management
teamwork 5, 67, 89
employee engagement though 213–14
nurse leadership role in 138, 140, 149
technical leadership 190–91
technological innovation 49–51
telehealth 50, 52
Tett, R.P. 83, 84, 88, 231
The Year: NHS Chief Executives’s Annual Report 2008/9 18
Thomas, W. 225
Thompson, D.N. 164, 167
Thompson, H. 64
Thornton, C. 79
Thornton, S. 27
Thyer, G.L. 139
Tiernan, J. 208
Tierney, P. 89
time and motion studies 163–4
To, L.M. 85, 88, 89
Toft, B. 251
Toronto, hospital restructuring programme 100–103
Total Quality Management (TQM) 165
Tourangeau, A. 225, 231
Toyota Production System (TPS) 164
training
leadership 161
nurse leaders 139, 144–5, 149
nurses 137–8
for QI programmes 178
stress prevention interventions 241
trait activation theory 83–5
transformational leadership 139, 225
Turbett, I. 192
Turner, N.J. 206
Tyler, P. 221
Tyndale-Biscoe, J. 42, 53
Uhl-Bien, M. 187, 189, 225
UK Centre for the Measurement of Government Activity (UKCeMGA) 13
Ulrich, D. 206
Upeniekis, V.V. 66
Vahey, D.C. 205
value stream mapping 169, 173
Van Dijk, H. 67
Van Doornen, L.J.P. 211
van Linge, R. 224
The innovation imperative in health care organisations

Van Yperen, N.W. 85, 88, 89, 90, 226
VandeWalle, D. 86, 87, 89–90, 90
Vangen, S. 193, 198
Veltman, B.A. 225
Vigoda-Gadot, E. 196
Vincent, C. 248, 252
Vincristine incident 249–51
Vlasses, F.R. 138
Vogelsmeier, A.A. 140
Wagar, T. 68, 104
Wagner, J.I.J. 224
Waldrop, M. 189
Walker, V. 137
Walker, V. 113
Wallace, M. 79
Walley, P. 31, 32
Walsh, M. 68
Walshe, K. 249
Wanless Report 19–20, 21
waste reduction 4, 23, 166, 168–74
Watson Wyatt 119
Webber, M. 192
Weiner, B.J. 26
Weinstock, D. 164
West, M.A. 63, 67, 79
West, P. 154
Weston, M.J. 138
Westwood, N. 27, 166, 177, 179
Wheeler, A.R. 210
White, M.A. 99
Whitener, E.M. 64
‘wicked’ problems 192
Wilkinson, A. 113
Williams, A. 20–21
Williams, E.S. 231
Williams, I. 266
Williams, L. 46
Willmott, B. 113
Wilson, B. 226
Wilson, G. 166
Wilson, J.Q. 69
Wind-Cowie, M. 38
Womack, J.P. 166, 178
Wong, C.A. 225
Woodman, R.W. 83
workplace empowerment theory see empowerment theory
workplace incivility 229–30
World Health Organization (WHO) 68
Wright, B. 99

Xanthopoulou, D. 209, 210, 212
Youndt, M.A. 63, 64
Young, K. 239
Young, M.P. 27
Young, S.T. 68
Young, T. 176, 178
Young-Ritchie, C. 225
Yukl, G. 192, 195
Zacharatos, A. 64, 66, 70
Zammuto, R.F. 91
Zeytinoglu, I.U. 205
Zhou, J. 80
Zhou, M. 84, 89