abscence management 117–31
absenteeism 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
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
Buchanan, 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
Degeling, 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
The innovation imperative in health care organisations

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
presenteeism 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
Esain, A. 164
Estabrooks, C.A. 104
Estryn-Bebar, M. 67
extrinsic rewards 82

failure mode and effect analysis 253, 259
Farmer, S.M. 89
<table>
<thead>
<tr>
<th>Author(s)</th>
<th>Page References</th>
</tr>
</thead>
<tbody>
<tr>
<td>Faulkner, J.</td>
<td>230</td>
</tr>
<tr>
<td>feedback, management-employee</td>
<td>80, 84</td>
</tr>
<tr>
<td>Felstead, A.</td>
<td>69</td>
</tr>
<tr>
<td>Ferlie, F.</td>
<td>265</td>
</tr>
<tr>
<td>Figueras, J.</td>
<td>68</td>
</tr>
<tr>
<td>Fillingham, D.</td>
<td>164, 166, 167</td>
</tr>
<tr>
<td>financial crisis 2008/9</td>
<td>16–18</td>
</tr>
<tr>
<td>financial performance</td>
<td>65–6</td>
</tr>
<tr>
<td>Finegan, J.</td>
<td>209, 221, 228, 230, 231</td>
</tr>
<tr>
<td>first order change</td>
<td>45</td>
</tr>
<tr>
<td>Fisher, C.D.</td>
<td>85, 88</td>
</tr>
<tr>
<td>Fisher, S.R.</td>
<td>99</td>
</tr>
<tr>
<td>Fletcher, C.</td>
<td>195, 196</td>
</tr>
<tr>
<td>flexible working</td>
<td>242–3</td>
</tr>
<tr>
<td>Flint, D.H.</td>
<td>109</td>
</tr>
<tr>
<td>Flintoff, V.</td>
<td>68</td>
</tr>
<tr>
<td>Ford, J.K.</td>
<td>86</td>
</tr>
<tr>
<td>Franco, L.M.</td>
<td>68</td>
</tr>
<tr>
<td>Fredrickson, B.L.</td>
<td>206, 210</td>
</tr>
<tr>
<td>Freeman, S.J.</td>
<td>98</td>
</tr>
<tr>
<td>Freeney, Y.M.</td>
<td>208</td>
</tr>
<tr>
<td>Frese, M.</td>
<td>79</td>
</tr>
<tr>
<td>Frost, A.</td>
<td>71</td>
</tr>
<tr>
<td>Fry, R.</td>
<td>53</td>
</tr>
<tr>
<td>Gallie, D.</td>
<td>69</td>
</tr>
<tr>
<td>Gallop, G.</td>
<td>196</td>
</tr>
<tr>
<td>Gallup Workplace Audit</td>
<td>207</td>
</tr>
<tr>
<td>Gardner, W.</td>
<td>187</td>
</tr>
<tr>
<td>Garling, P.</td>
<td>68</td>
</tr>
<tr>
<td>Gavin, M.B.</td>
<td>230</td>
</tr>
<tr>
<td>Gawande, A.</td>
<td>266</td>
</tr>
<tr>
<td>General Medical Council (GMC)</td>
<td>161</td>
</tr>
<tr>
<td>George, J.M.</td>
<td>80, 84, 89, 90</td>
</tr>
<tr>
<td>Gerhart, B.</td>
<td>64</td>
</tr>
<tr>
<td>German Federal Health Monitoring</td>
<td>240</td>
</tr>
<tr>
<td>Gersick, C.J.G.</td>
<td>51</td>
</tr>
<tr>
<td>Gallionardo, L.M.</td>
<td>209</td>
</tr>
<tr>
<td>Gilbreth, F. and L.</td>
<td>163–4</td>
</tr>
<tr>
<td>Gillespie, J.Z.</td>
<td>86, 87</td>
</tr>
<tr>
<td>Gilson, L.L.</td>
<td>89</td>
</tr>
<tr>
<td>global financial crisis 16–17</td>
<td></td>
</tr>
<tr>
<td>Global Trigger tool (IHI)</td>
<td>248</td>
</tr>
<tr>
<td>Glouberman, S.</td>
<td>69</td>
</tr>
<tr>
<td>goal orientation 84–91</td>
<td></td>
</tr>
<tr>
<td>avoidance goal orientation 90–91</td>
<td></td>
</tr>
<tr>
<td>as a dispositional trait 86–7</td>
<td></td>
</tr>
<tr>
<td>interaction with work environment</td>
<td></td>
</tr>
<tr>
<td>to affect creativity 85–91</td>
<td></td>
</tr>
<tr>
<td>learning goals 85–6</td>
<td></td>
</tr>
<tr>
<td>performance goals 85–6</td>
<td></td>
</tr>
<tr>
<td>prove goal orientation 88–90</td>
<td></td>
</tr>
<tr>
<td>Godard, J.</td>
<td>64</td>
</tr>
<tr>
<td>Goleman, D.</td>
<td>140, 198</td>
</tr>
<tr>
<td>Gong, Y.</td>
<td>85</td>
</tr>
<tr>
<td>Gonzalez-Roma, V.</td>
<td>215</td>
</tr>
<tr>
<td>Gowen, C.R.</td>
<td>68, 70</td>
</tr>
<tr>
<td>Gowing, M.K.</td>
<td>98</td>
</tr>
<tr>
<td>Graen, G.B.</td>
<td>225</td>
</tr>
<tr>
<td>Granberg, C.</td>
<td>27</td>
</tr>
<tr>
<td>Greco, P.</td>
<td>225, 227, 228</td>
</tr>
<tr>
<td>Greener, I.</td>
<td>79</td>
</tr>
<tr>
<td>Greenlass, Esther</td>
<td>101</td>
</tr>
<tr>
<td>Gregory, T.</td>
<td>38</td>
</tr>
<tr>
<td>Griffiths, P.</td>
<td>70</td>
</tr>
<tr>
<td>Print, K.</td>
<td>187, 190, 192</td>
</tr>
<tr>
<td>Grol, R.P.</td>
<td>33</td>
</tr>
<tr>
<td>Gronn, P.</td>
<td>193, 195</td>
</tr>
<tr>
<td>Grove, A.</td>
<td>167, 169</td>
</tr>
<tr>
<td>Gully, S.M.</td>
<td>86</td>
</tr>
<tr>
<td>Guterman, H.A.</td>
<td>83, 84</td>
</tr>
<tr>
<td>Guthrie, J.P.</td>
<td>63, 64</td>
</tr>
<tr>
<td>Hackman, J.R.</td>
<td>84</td>
</tr>
<tr>
<td>Hakanen, J.J.</td>
<td>209, 215, 228</td>
</tr>
<tr>
<td>Halbesleben, J.R.B.</td>
<td>210</td>
</tr>
<tr>
<td>Ham, C.</td>
<td>154</td>
</tr>
<tr>
<td>Hamel, Gary</td>
<td>49, 51, 52</td>
</tr>
<tr>
<td>Hammer, M.</td>
<td>164, 166</td>
</tr>
<tr>
<td>Hanes, T.</td>
<td>108</td>
</tr>
<tr>
<td>Hansen, A.M.</td>
<td>229</td>
</tr>
<tr>
<td>Harackiewicz, J.M.</td>
<td>86, 90</td>
</tr>
<tr>
<td>Hardin, S.</td>
<td>141</td>
</tr>
<tr>
<td>Harley, B.</td>
<td>63, 71</td>
</tr>
<tr>
<td>Harmon, J.</td>
<td>63</td>
</tr>
<tr>
<td>Harris, C.</td>
<td>265</td>
</tr>
<tr>
<td>Harris, C.P.</td>
<td>68</td>
</tr>
<tr>
<td>Harrison, S.</td>
<td>70</td>
</tr>
<tr>
<td>Harter, J.K.</td>
<td>66, 207, 211, 215</td>
</tr>
<tr>
<td>Hartley, J.</td>
<td>187, 188, 189, 190, 192, 193, 194, 195, 196, 198</td>
</tr>
<tr>
<td>Haugh, E.</td>
<td>226</td>
</tr>
<tr>
<td>Havens, D.S.</td>
<td>208</td>
</tr>
<tr>
<td>Hayes, B.</td>
<td>221</td>
</tr>
<tr>
<td>health financing systems 27</td>
<td></td>
</tr>
<tr>
<td>free at the point of delivery</td>
<td>38</td>
</tr>
<tr>
<td>Health Foundation</td>
<td>247, 254–60</td>
</tr>
<tr>
<td>health inequalities</td>
<td>39</td>
</tr>
</tbody>
</table>
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
Holtom, 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
  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
Interprofessional Education
Collaborative 138, 141
intrinsic rewards 81

Jahangir, F. 67
James, B.C. 27
James, K. 196
Janssen, O. 85, 88, 89, 90, 226
Jex, S.M. 231
Job Demands-Resources (JD-R) model 210
Johns, G. 83, 84, 131
Johnston, G. 30, 32
Joiner, T.A. 221
Jones, D. 177
Jones, D.T. 166
Judd, D. 137
Judge, T.A. 231, 232
Juran, J.M. 164

Kachur, E.K. 71
Kahn, W.A. 206, 207
Kaiser, C.P. 130
Kalisch, B.J. 140, 213
Kanter, R.M. 221, 222, 223, 225, 226, 228, 231, 232
Kanungo, R.N. 222, 225
Kaplow, R. 141
Katzenbach, J.R. 206
Keith, N. 79
Kenagy, J. 44, 52
Kennerly, S.M. 139
Kerr, S. 52
Khatri, N. 68
King, W. 181
King’s Fund, NHS funding projections 18
Kirkman, B.L. 222
Kivimaki, M. 229
Klein, R. 163, 176
Knol, J. 224
knowledge-sharing 53
Koberg, C. 222
Kohn, L. 247
Kouzes, J.M. 225
Kowalski, K. 139
Kraimer, M. 222, 224
Krajic, K. 71
Kramer, M. 66, 208
Kujala, P. 176

Lake, E.T. 227
Landrigan, C.P. 248
Langley, G. 28, 166
Laschinger, H.K. 140
Laschinger, H.K.S. 63, 66, 208, 209, 221, 222, 224, 225, 226, 227, 228, 229, 230, 231, 232
latent failures 250, 251
Lavoie-Tremblay, M. 227
Lawler, E.E. 213, 222
Leach, S. 187
Leader-Member Exchange theory 225–6
leadership
authority and 194
challenges 190–92
clinical vs. managerial 194
competencies 195–9
contexts 187–90
change environment 188
global influences 188
organizational environment 188
definitions 193
employee engagement and 161
empowerment and 225–6
encouraging creativity 53
fostering creativity 80–81
implementing innovation 51, 52, 55
legitimacy sources 194
managing change 53, 138, 149
medical leadership 5, 154–62
nurse leaders 139–50
purpose of 192
role in downsizing and restructuring initiatives 108
role in lean thinking methods 173
role in value improvement 32
skills
building alliances and alignments 197
emotional intelligence 198
personal and interpersonal 197
political astuteness 196
reading people and situations 197
‘soft skills’ 139–41
strategic thinking 198
support for QI programmes 178–9
training 138, 161
types 193–5
adaptive leadership 191–2
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
Maher, L. 37, 39, 54, 55, 56
Majoors, 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 Alumini 27
McAleerney, A.S. 266
McClure, 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
Index

Meredith, J.O. 181
Meyer, J.P. 231
middle managers 71
Miller, D. 27
Mintzberg, H. 69
Mishra, A.K. 99, 102, 107, 230
missed nursing care 140
Mitchell, A. 177
Montgomery, A.J. 216
Moore, J. 189, 194
Morjikian, R. 138, 141, 150
Mowles, C. 267
Mulgan, G. 37
Murray, R. 54, 55
Myers, D.G. 206

Naswall, K. 106
National Clinical Nurse Specialist (CNS) Competency Task Force 142
National Database of Nursing Quality Indicators RN survey 141
National Endowment for Science, Technology and the Arts (NESTA) 55
National Health Service (NHS) efficiency 9–10
funding gap 18–20, 38
impact of change management programmes 44
improvement savings initiatives 24–5 as 'national treasure' 38
NHS Reference Costs 12
productivity 8–16, 8–21
National Patient Safety Agency 247
Nelson, D.L. 98, 109
networked governance 190
neuroticism 84
NHS health and wellbeing review (Boorman Review) 114–15, 118, 130
NHS Institute for Innovation and Improvement (NIII) 24, 28, 42, 43
Enhancing Engagement in Medical Leadership project 154–6
innovation process model 54–5
NHS Modernisation Agency 166
NHS Next Stage Review 39
NICE guidelines 25
Nicholson, David 38
Nicholson, N. 131
‘Nicholson Challenge’ 9, 18–20
Nicolini, D. 253
Nightingale, Florence 137
Noer, D. 98, 99
Nolan, T. 42–3
nurse leaders 139–50
challenges 146–7
competency models 141–3
development opportunities 144–5, 149
developmental needs 147–8
individual strengths 147
inhibitors 146
leadership opportunities 144, 149
leading teams 138, 140, 149
management direction and support, 148
role characteristics 139–41
survey findings 143–8
training and professional development 139
Nurse Manager Leadership Collaborative (NMLC) 141–2
nurses
empowerment in the workplace 225–7
engagement 208–10
history of profession 137–8
impact of downsizing and restructuring programmes 97–110, 100–103, 105–7
job satisfaction 5, 205–6, 209–10
magnet hospital studies 66, 67
missed nursing care 140
nurse leaders 139–50
professional context and challenges 138
sickness absence rates 221
staff shortages 138, 148–9, 205, 233

O’Brien-Pallas, L.O. 67
Offen, N. 249
Ohno, T. 164
Oldham, G.R. 80, 84, 89
O’Neill, E. 138, 141, 150
O’Neill, B.S. 67
O’Neill, H.M. 99
Ontario Nurses’ Association 101
The innovation imperative in health care organisations

Operating Framework for the NHS in England 2012/13
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
Petittrew, 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
presenteeism 115, 116, 130, 131, 239  
see also absence management
Preuss, G.A. 64, 65, 68
Prins, J.T. 211
Pritchard, A. 12
Probst, T.M. 106, 109
procedural organizations 69
process innovation 47
production organizations 69
Productive Ward series 166
productivity 8–21
as efficiency measure 40–41
improvement imperative 9, 16–21, 40
measurement 10–16
aggregation of NHS activities 11–12
Atkinson Review 11, 12–14
input-output ratios 8–10, 16, 40
quality adjustments 9, 10, 14–16, 21
UK Centre for the Measurement of Government Activity (UKCeMGA) 13
quality considerations and 39–44
PROMs see patient reported outcome measures
Pronovost, P.J. 70
Pross, E. 139
Proudlove, N. 166, 167, 179
prove goal orientation 88–90
psychological empowerment 222–3, 224
psychological safety 90–91
public spending cuts 18
QALY see quality-adjusted life-years
quality
cost savings and 23–33, 41–2
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
definition 39
first and second order change
thinking for 45–6
improvement tools and techniques 163–8
application to health care 167–8, 174–81
barriers to implementation 169, 173–4, 181–3
Business Process Re-engineering (BPS) 164
in high-performing organizations 43–4, 45
human resource strategy in 177–8
iceberg model 174–81
leadership support for 178–9
lean thinking 166, 168–74, 169, 173–4
link to profitability 167–8
Rapid Cycle Change (PDSA) 166
scientific management 163–4
a shared vision of quality 176
six sigma 167
strategy and business plan development 176–7
timeline of initiatives 165
Total Quality Management (TQM) 164
Toyota Production System (TPS) 164
measurement 66
patient reported outcome measures (PROMs) 14–16
productivity and 14–16, 39–44
supply chain and information flows 180–81
Quality, Innovation, Productivity and Prevention (QIPP) 24, 189
quality-adjusted life-years (QALYs) 14–15
Quine, L. 229
Quinn, R.E. 91
Radnor, R. 166
Rafferty, A.M. 66
Raja, U. 83, 84
Rapid Cycle Change (PDSA) 166
Reason, J. 250
Reeves, T. 68
Reinersten, J.L. 154
Reisel, W.D. 106
Rentsch, J.R. 131
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
Rohrbaugh, 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
Schmalenberg, 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
Seliman, 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
Sirota, D. 206, 207
Index

Sisodia, R. 216
six sigma 167
Sleebo, 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
Turbitt, 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
Upenieks, 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