

Complexity and healthcare organization: a view from the street

Edited by David Kernick

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Patients who decide to seek professional help expect to be well looked after so as to be able to continue with their normal activities as soon as possible. An expectation that ultimately depends on a well functioning health care system; one that is accessible at the time of need, that provides well trained staff with good technical and interpersonal skills, and that has the ability to coordinate and integrate patients' care needs. For this to work, the system needs to be adequately resourced and resources have to be effectively spread between the various domains of public, preventive, and supportive/curative care. Most of the time the system works all right, but when things go wrong, fingers point in many different directions. Answers for failure are hard to come by and ultimately the blame is placed on the "system". This book uses the framework of a "complex adaptive system" to de-mystify the dys/function of the health system.

The 28 short essays are presented in seven sections, each preceded by an introduction, which makes the book readily accessible. Almost all of the authors work within the NHS in Britain and they examine and reflect on experiences within this unique system. In part, this is a strength of the book. However, those less familiar with the history and intricacies of the NHS might find some chapters difficult to follow.

Section one provides an introduction to systems and complexity. Unfortunately, the attempt to provide a brief and succinct (rather than a detailed) overview of system and complexity theory makes this section difficult for the novice and superficial for those who understand the issues.

Section two deals with the spectrum of how we think about organizations. These essays introduce the various operational concepts of system approaches, such as cognitive maps, qualitative system dynamics or qualitative politicized influence diagrams. These operational concepts are then conceptually expanded to thinking about organizations as "learning systems", thereby challenging the belief that organizations can be engineered and controlled. Instead, leadership in learning organizations operates on the basis that understanding the interactions between its people is the vehicle to success.

Section three "Complexity perspectives on healthcare organization" sets the scene for the rest of the book. Healthcare systems are explored through the concept of *complex adaptive systems*. The centre of the system is the patient-healthcare professional and his relationships with all other parts of the system. In this system

Complexity And Healthcare Organization A View From The Street

Tim A. Holt



Complexity And Healthcare Organization A View From The Street:

Complexity and Healthcare Organization David Kernick, 2018-04-19 Statistics and evidence based medicine are assessed in most postgraduate and undergraduate medical examinations and degrees in health sciences All clinicians have to acquire skills in this area This book aims to provide a brief overview of basic medical statistics and the numerical aspects of evidence based medicine to give realistic worked examples to illustrate the interpretation of studies relevant to clinical practice and to allow examination practice It aims to cover all major topics covered in the undergraduate and postgraduate examinations Each chapter begins with an overview and summary of the main points followed by worked examples and exercises with full answers It will be ideal for all postgraduate medical examination candidates Other clinicians and undergraduate students in medicine and health sciences will also find it useful

Complexity in Healthcare and the Language of Consultation Derek Steinberg, 2005 Arguing that effective modern healthcare needs to be a balance of both traditional clinical consultation and organisational and systems consultation this text integrates the two theories providing the intellectual equipment necessary in order to deliver effective care provision

Church in Life Michael Moynagh, 2018-03-28 Church in Life breaks fresh ground by proposing a new framework for thinking about innovation in the church by arguing that starting new ecclesial communities should be at the centre of the church's life and thought and by offering new theology and methodologies for church planting Church planters will find in it the theoretical and practical resources for a radical missional ecclesiology while theologians will find a nuanced reworking of the purpose and nature of the church

Managing Complexity in the Public Services Philip Haynes, 2015-03-24 The application of complexity theory to management and the social sciences has been a key development in theory and practice over the last decade This approach questions the possibility of finding universal methods of practice and proposes a pragmatic and humanistic management style that evolves out of a reflective method The focus is on practitioners observing patterns of similarity and being adaptable in decision making Bringing complexity theory into management reveals the importance of organizational culture and effective communication because people their values and their objectives are at the heart of this method Information technology provides a framework for complex communication and knowledge use but it cannot replace highly developed professional negotiations and cooperation This book argues that the complexity of the public service world limits the usefulness of classical and rational scientific management approaches such as New Public Management Excessive marketization threatens a collaborative approach and overly rigid approaches to performance management and strategic management can be dysfunctional Managing Complexity in the Public Services 2nd Edition advances a method of management practice that copes with the stark realities of the complex and unpredictable public policy world It develops pragmatic management practices from action research that will be valuable to both academics and practitioners The result is a new value based practice for the post crisis public service world

Complexity, Science and Society Jan Bogg, Robert

Geyer,2017-11-22 The following sections are a very good representation of the core developments of complexity thinking in a number of major fields Our intention is to provide an accessible interdisciplinary introduction to the wonderful intellectual breadth that complexity can offer Jan Bogg and Robert Geyer in the Introduction Complexity is a new and exciting interdisciplinary approach to science and society that challenges traditional academic divisions frameworks and paradigms This book helps the expert student or policy practitioner have a better understanding of the enormous potential of complexity and how it relates to their particular area of interest or expertise It provides excellent representations of the core developments of complexity thinking in a number of major fields Complexity Science and Society brings together an unrivalled selection of new applications of complexity from leading experts across subjects including medicine and healthcare education public policy and social theory ecology philosophy international politics the arts modelling and design and others Together they offer an unprecedented review of the latest developments This book is an accessible interdisciplinary introduction to the wonderful intellectual breadth that complexity can offer **Applying Complexity Theory** Aaron

Pycroft,Clemens Bartollas,2014 This is the first book to explore the application of complexity theory to difficult practice issues in criminal justice and social work and brings together experts in this emerging field to address complexity theory from a range of perspectives providing a detailed but accessible discussion of the key issues to whole systems approaches

Advances in Health Care Organization Theory Stephen S. Mick,Patrick D. Shay,2014-07-21 Explore the evolution of organization theory in the health care sector Advances in Health Care Organization Theory 2nd Edition introduces students in health administration to the fields of organization theory and organizational behavior and their application to the management of health care organizations The book explores the major health care developments over the past decade and demonstrates the contribution of organization theory to a deeper understanding of the changes in the delivery system including the historic passage of the Patient Protection and Affordable Care Act of 2010 Taking both a micro and macro view editors Stephen S Mick and Patrick D Shay collaborate with a roster of contributing experts to compile a comprehensive volume that covers the latest in organization theory Topics include Institutional and neo institutional theory Patient centered practices and organizational culture change Design and implementation of patient centered care management teams Hospital based clusters as new organizational structures Application of social network theory to health care

Complexity for Clinicians Tim A. Holt,2004 This book aims to explain the foundations of the theory behind complexity its place in clinical medicine and in the wider scientific context using examples of its application in current medical scenarios *Collaborating for Health* Paul Thomas,2017-12-04 Health care is increasingly under pressure Budget crises are making collaboration and smart thinking essential while increasing numbers of people with multiple long term conditions make specialist models of health care increasingly inefficient patients too often go from one specialist to another duplicating effort and paying too little attention to the bigger picture of their health Collaborating for Health outlines a solution community oriented integrated care

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Complexity and Public Policy Robert Geyer, Samir Rihani, 2012-09-10 This book provides a clear concise and readable introduction to complexity thinking its application to the social sciences and public policy and the relevance of some of its various tools to those fields of politics health the international realm development planning and terrorism The authors argue that the foundation for many of the current crises in these areas can be traced to the attempt by social scientists and policy makers to treat these systems and processes as fundamentally orderly predictable and controllable By providing an overview of complex systems a practical introduction to basic concepts and tools of these systems and examples for understanding and managing them in real life policy situations they provide an exciting new perspective for rethinking our basic approaches to the social sciences and for understanding and managing the increasingly interdependent world of public policy The book is vital reading for students and scholars of the social sciences and public policy and also policymakers and the policy actor audience

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