**MODULE 4: MEDIA WEB LINKS FOR CHAPTERS 10-14**

**CHAPTER 10:**

10. Managing Information and Technology: Caring and Communicating with Computers

[Advantages of computer-based medical records](http://www.informatics-review.com/thoughts/advantages.html) From [*The Informatics Review*](http://www.informatics-review.com/index.html) "e-journal of the Association of Medical Directors of Information Systems and The Improve-IT Institute."

[American Nurses Association Recognized Terminologies That Support Nursing Practice](http://www.nursingworld.org/npii/terminologies.htm) Page last updated February 24, 2006. Includes links to sites when available.

[Bar codes urged to halt hospital errors](http://archives.tcm.ie/irishexaminer/2002/10/11/story218097572.asp)An article by Michael O’ Farrell, from the *Irish Examiner*, October 11, 2002.

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[Center for Health Information Technology](http://www.centerforhit.org/) Information resources on computerization and more from the American Academy of Family Physicians.

[CIO Insight.com](http://www.cioinsight.com/default/0,3660,,00.asp) From Ziff Davis Media; "Providing today’s senior IT decision makers with strategic, forward-looking research and analysis to assist them in addressing their daily technology challenges."

[A Clinical Information System Research Landscape](http://xnet.kp.org/permanentejournal/spring02/landscape.html) By Dean F Sittig, PhD; Brian L Hazlehurst, PhD; Ted Palen, MD, PhD; John Hsu, MD; Holly Jimison, PhD; and Mark C Hornbrook, PhD. An online article from the *Permanente Journal*, Spring 2002, Vol. 6, No. 2.

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[Computer-Mediated Communication (CMC) Information Sources](http://www.december.com/cmc/info/) An extensive site edited by John December.

[The eHealth Landscape: A Terrain Map of Emerging Information and Communication Technologies in Health and Health Care](http://www.informatics-review.com/thoughts/rwjf.html) Overview and link to the online version of the book by Thomas R. Eng, from the Robert Wood Johnson Foundation.

[E-Health Terms in Plain English](http://www.aishealth.com/EHealthBusiness/EHealthTerms.html)By Frank Rhie, MD, MBA, Chief Medical Officer, Alteer Corporation.

[For the Record: Protecting Electronic Health Information](http://www.nap.edu/readingroom/books/for/) Full text online from the National Academies Press, 1997.

[HHS Fact Sheet: Harnessing Information Technology to Improve Healthcare](http://www.hipaadvisory.com/news/NewsArchives/2004/0426bush.htm)From HIPAAdvisory.com.

[HIPAA: What’s Hot...](http://archive.healthmgttech.com/archives/0600nursingtech.htm) A 2000 article from *Health Management Technology*.

[Implementation of Nursing Standardized Languages: NANDA, NIC & NOC](http://cac.psu.edu/%7Edxm12/clarkart.html) Online article by Mary Clarke, MA, RN, from the [*Online Journal of Nursing Informatics*](http://www.eaa-knowledge.com/ojni/), [Fall 1998](http://www.eaa-knowledge.com/ojni/ni/dm/v2n2.html), vol. 2, no.2. Entire issue deals with nursing classification issues.

[Informing the Future](http://www.nap.edu/catalog.php?record_id=10059) From the Institute of Medicine, 128 pages, 2000. Available online from the National Academies Press.

[Medicare Publishes Proposed Rule Updating Hospital Conditions of Participation](http://www.cms.hhs.gov/apps/media/press/release.asp?Counter=1401) From the Centers for Medicare and Medicaid Services, March 24, 2005.

[The 1999 Nursing Vocabulary Summit Conference: Process and Outcomes](http://www.amia.org/pubs/symposia/D005369.PDF)Presentation paper from a symposium sponsored by the American Medical Informatics Association.

[Nursing Nomenclature and Classification System Development](http://www.nursingworld.org/MainMenuCategories/ANAMarketplace/ANAPeriodicals/OJIN/TableofContents/Vol31998/Vol3No21998/NomenclatureandClassification.aspx) An article by Marjory Gordon, PhD, RN, FAAN, available online from the *Online Journal of Issues in Nursing*, September 30, 1998.

[Nursing Technology ...What Merrill Lynch’s CIO Survey Says: What It Means for Nursing](http://www.pdacortex.com/leah_curtin.htm)By Leah Curtin, RN, ScD(h), FAAN, an article originally published in the May 2001 issue of *Health Management Technology* copyrighted by Nelson Publishing, Inc. Presented with permission on the [PDA Cortex](http://www.pdacortex.com/index.htm) site.

[OASIS Information](http://www.cms.hhs.gov/oasis/) and [OASIS Overview](http://www.cms.hhs.gov/OASIS/09a_hhareports.asp)From the Centers for Medicare & Medicaid Services. The purpose of this site is to store and disseminate policy and technical information related to OASIS (the Outcome and Assessment Information Set) data set for use in home health agencies (HHAs). The information posted here is intended to assist HHAs, State agencies, software vendors, professional associations and other Federal agencies in implementing and maintaining OASIS.

[Omaha System](http://www.omahasystem.org/) Web site; includes case studies.

[ORYX for Hospitals](http://www.jointcommission.org/AccreditationPrograms/Hospitals/ORYX/)From the [Joint Commission on Accreditation of Healthcare Organizations](http://www.jointcommission.org/).

[Preventing Fraud](http://archive.healthmgttech.com/archives/1001nursingtech.htm) A 2001 article from *Health Management Technology*.

[Privacy: Report on the Privacy Policies and Practices of Health Web Sites](http://www.chcf.org/topics/view.cfm?itemID=12497) A report sponsored by the [California HealthCare Foundation](http://www.chcf.org/). This report is in PDF format and requires [Adobe Acrobat Reader](http://www.adobe.com/products/acrobat/readstep2.html) to view or print.

[SNOMED Nursing Working Group](http://www.snomed.org/clinical/documents/usanursingwgoverview.pdf) A 2004 online report from the site of the [SNOMED International](http://www.snomed.org/) [Systematized Nomenclature of Medicine] a division of the College of American Pathologists.

[TechEncyclopedia](http://www.techweb.com/encyclopedia/) An online dictionary from TechWeb of technology related terms.

[Transforming Healthcare Quality through Information Technology (THQIT) - Planning Grants - RFA Number: RFA-HS-04-010](http://grants.nih.gov/grants/guide/rfa-files/RFA-HS-04-010.html), [RFA Number: RFA-HS-04-011](http://grants.nih.gov/grants/guide/rfa-files/RFA-HS-04-011.html), and [RFA Number: RFA-HS-04-012](http://grants.nih.gov/grants/guide/rfa-files/RFA-HS-04-012.html) November 20-21, 2003 announcements from the National Institutes of Health.

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[*CIN: Computers, Informatics, Nursing*](http://www.cinjournal.com/pt/re/cin/home.htm;jsessionid=Bk8t6Y4RnbU1VTo7jnntgOWCx02zbgkeFOWVdGZ1Vt4dzOkgR73g%21864906650%21-949856031%219001%21-1) Articles are available online by subscription or pay-per-view.

[*Federal Register* (via the U.S. Government Printing Office)](http://www.gpoaccess.gov/fr/index.html) Includes information on diagnostic code status and updates.

[*Health Data Management*](http://www.healthdatamanagement.com/)

[*Health Management Technology*](http://www.healthmgttech.com/) A meta-site and online journal.

[*Healthcare Informatics Online*](http://www.healthcare-informatics.com/ME2/Default.asp) Open access online.

[*The Informatics Review*](http://www.informatics-review.com/) e-journal of the [Association of Medical Directors of Information Systems](http://www.amdis.org/).

[*International Journal of Nursing Terminologies and Classifications*](http://www.blackwell-synergy.com/loi/ijnt) Official publication of NANDA International. Tables of contents and abstracts are available online; full-text access requires subscription or purchase.

[*Journal of Medical Internet Research*](http://www.jmir.org/) Tables of contents are available online.

[*Online Journal of Issues in Nursing*](http://nursingworld.org/MainMenuCategories/ANAMarketplace/ANAPeriodicals/OJIN.aspx) A "free, peer-reviewed, international, online publication that addresses pertinent topics affecting nursing practice, research, education and the wider health care sector" from the American Nurses Association.

[*Online Journal of Nursing Informatics*](http://www.eaa-knowledge.com/ojni/) Available full text online, at no charge.

[*PDA Cortex: The Journal of Mobile Informatics*](http://www.pdacortex.com/) Contains a variety of resources on PDA software, and articles. Includes special sections for nurses.

Agencies, Organizations, and Associations

[American Health Information Management Association - AHIMA](http://www.ahima.org)

[American Medical Informatics Association - AMIA](http://www.amia.org/)

[American Nursing Informatics Association](http://www.ania.org/)

[American Society for Information Science and Technology](http://www.asis.org/)

[American Telemedicine Association](http://www.atmeda.org/)

[Center for Nursing Classification & Clinical Effectiveness](http://www.nursing.uiowa.edu/about_us/nursing_knowledge/clinical_effectiveness/index.htm) At the University of Iowa; extensive information and research on [Nursing Outcomes Classification (NOC)](http://www.nursing.uiowa.edu/about_us/nursing_knowledge/clinical_effectiveness/noc.htm), which includes an [historical overview](http://www.nursing.uiowa.edu/about_us/nursing_knowledge/clinical_effectiveness/nocoverview.htm), and [Nursing Interventions Classification (NIC)](http://www.nursing.uiowa.edu/about_us/nursing_knowledge/clinical_effectiveness/nic.htm) site which includes ordering information for [Nursing Interventions Classification (NIC): Intervention Labels and Definitions](http://www.nursing.uiowa.edu/about_us/nursing_knowledge/clinical_effectiveness/niclabels.htm).

[Centers for Medicare and Medicaid Services - CMS](http://www.cms.hhs.gov/) and State Children's Health Insurance Program Agency.

[College of Healthcare Information Management Executives](http://www.cio-chime.org/default.html)

[Computer Science and Telecommunications Board](http://www7.nationalacademies.org/cstb/) an operating unit within the National Research Council, National Academies.

[Electronic Healthcare Network Accreditation Commission](http://www.ehnac.org/)

[Healthcare Information and Management Systems Society](http://www.himss.org/ASP/index.asp)

[National Association of Health Data Organizations](http://www.nahdo.org/default.aspx)

[National Library of Medicine](http://www.nlm.nih.gov/)

[Office of Biotechnology Activities](http://www4.od.nih.gov/oba/), [National Institutes of Health](http://www.nih.gov/)

[The Open Group](http://www.opengroup.org/overview/index.htm) "an international vendor and technology-neutral consortium that is committed to delivering greater business efficiency by bringing together buyers and suppliers of information technology to lower the time, cost and risk associated with integrating new technology across the enterprise" interested in "Boundaryless Information Flow".

[National Telecommunications and Information Administration](http://www.ntia.doc.gov/)

[Nursing Informatics Working Group](http://www.amia.org/mbrcenter/wg/ni/) of the [American Medical Informatics Association - AMIA](http://www.amia.org/)

**CHAPTER 11:**

11. Managing Costs and Budgets

[Administrative Ethics and the Allocation of Scarce Resources](http://nursingworld.org/MainMenuCategories/ANAMarketplace/ANAPeriodicals/OJIN/TableofContents/Vol31998/No3Vol31998/ScarceResources.aspx) Article by P.J. Maddox, EdD, MSN, RN, from the *Online Journal of Issues in Nursing*. December 31, 1998.

[The Budget and Economic Outlook: Fiscal Years 2006-2015](http://www.cbo.gov/ftpdoc.cfm?index=6060&type=0&sequence=0) Full-text online from the [Congressional Budget Office](http://www.cbo.gov/), January 2005.

[Community Tool Box](http://ctb.ku.edu/)" provides over 6,000 pages of practical skill-building information on over 250 different topics" for community health programs; from the University of Kansas. Topics include Strategic Planning, Leadership &Group Facilitation, Organizing for Effective Advocacy, Policy Development, and more.

[Congressional Reports](http://www.medpac.gov/documents.cfm) And other documents available online from the [Medicare Payment Advisory Commission - MedPAC](http://www.medpac.gov/).

[Consumer Price Index](http://www.bls.gov/cpi/home.htm) from the U.S. Department of Labor, Bureau of Labor Statistics.

[Controlling Health Care Costs](http://content.nejm.org/cgi/content/full/351/16/1591) Online commentary by Paul B. Ginsburg, PhD, from the *New England Journal of Medicine*, Volume 351, Number 16, pp.1591-1593, October 14, 2004.

[The Effectiveness of Health Care Cost Management Strategies: A Review of the Evidence](http://www.ebri.org/publications/ib/index.cfm?fa=ibDisp&content_id=61) Online report from the Employee Benefit Research Institute, EBRI Issue Brief 154, October 1994.

[HCUPnet](http://hcupnet.ahrq.gov/) "A tool for identifying, tracking, analyzing, and comparing statistics on hospitals at the national, regional, and State level"; and [Healthcare Cost and Utilization Project (HCUP)](http://www.ahrq.gov/data/hcup/) resources form the Agency for Healthcare Research and Quality.

[Health Expenditures](http://www.cdc.gov/nchs/fastats/hexpense.htm)FromFastStats, National Center for Health Statistics.

[Health Spending Projections For 2004–2014](http://content.healthaffairs.org/cgi/reprint/hlthaff.w5.74v1) Online article from *Health Affairs*, 23 February 2005. Includes links to online resources in the references section.

[The Manager's Electronic Resource Center](http://erc.msh.org/index.cfm) Includes a section on [Managing Your Organization's Finances](http://erc.msh.org/mainpage.cfm?file=1.0.htm&module=finance&language=English).

[Medical Expenditure Panel Survey (MEPS)](http://www.meps.ahrq.gov/mepsweb/) From the Agency for Health Quality and Research web site.

[Medicare Coverage](http://www.aarp.org/research/medicare/coverage/) An informational resource from the AARP. Includes the online report [The Medicare Program: A Brief Overview](http://www.aarp.org/research/medicare/coverage/the_medicare_program_a_brief_overview.html) Research Report by Craig Caplan, AARP Public Policy Institute, February 2005.

[Medicare Fee-For-Service Provider resources](http://www.cms.hhs.gov/center/provider.asp) From the Centers for Medicare & Medicaid Services; directory to specialty program pages.

[Organizational And Administrative Ethics In Health Care: An Ethics Gap](http://nursingworld.org/MainMenuCategories/ANAMarketplace/ANAPeriodicals/OJIN/TableofContents/Vol31998/No3Vol31998/EthicsGap.aspx) By Mary Cipriano Silva, PhD, RN, FAAN, from the *OJIN: Online Journal of Issues in Nursing*, 1998, vol. 3, no. 3.

[State Actions to Control Health Care Costs](http://www.nga.org/cda/files/1103COSTCONTAIN.pdf) An Issue Brief from the [National Governors Association](http://www.nga.org/portal/site/nga), November 2003.

[Taking a Walk on the Supply Side: 10 Steps to Control Health Care Costs](http://www.commonwealthfund.org/aboutus/aboutus_show.htm?doc_id=264016) April 2005 commentary by Karen Davis, President, [The Commonwealth Fund](http://www.commonwealthfund.org/index.htm).

[Which Medical Conditions Account For The Rise In Health Care Spending?](http://content.healthaffairs.org/cgi/content/full/hlthaff.w4.437/DC1) "The fifteen most costly medical conditions accounted for half of the overall growth in health care spending between 1987 and 2000." An article by Kenneth E. Thorpe, Curtis S. Florence, and Peter Joski, from *Health Affairs*, 25 August 2004.

[Worksheet for Using an Article About An Economic Analysis](http://www.ebm.med.ualberta.ca/econworksheet.htm) From the [Evidence-Based Medicine Toolkit](http://www.ebm.med.ualberta.ca/), University of Alberta.

Journals

[*Health Affairs*](http://www.healthaffairs.org/) Some items are open access. Owned, published and copyrighted 2005 by Project HOPE - The People-to-People Health Foundation, Inc.

[*Managed Care* magazine](http://www.managedcaremag.com/)

[*Medical Economics*](http://www.memag.com/memag/) Open access online.

[*Nursing Economic$*](http://www.ajj.com/services/pblshng/nej/) Current table of contents and abstracts are available online.

Agencies, Organizations and Associations

[America's Health Insurance Plans](http://www.ahip.org/) Replaces site of the Health Insurance Association of America.

[Centre for Health Economics and Policy Analysis](http://www.chepa.org/) McMaster University; includes a substantial collection of documents, searchable by keyword.

[Healthcare Financial Management Association](http://www.hfma.org/)

[International Health Economics Association](http://www.healtheconomics.org/)

[U.S. Department of Commerce, Bureau of Economic Analysis](http://www.bea.gov/)

**CHAPTER 12:**

12. Care Delivery Strategies

[AACN’s Healthy Work Environment Initiative](http://www.aacn.org/aacn/pubpolcy.nsf/vwdoc/workenv?opendocument) Includes a link to the [AACN Standards for Establishing and Sustaining Healthy Work Environments](http://www.aacn.org/aacn/pubpolcy.nsf/Files/HWEStandards/$file/HWEStandards.pdf), presented "at a national briefing in Washington, DC on January 26, 2005." From the American Association of Critical-Care Nurses.

[ACE Star Model of the Cycle of Knowledge Transformation](http://www.acestar.uthscsa.edu/Learn_model.htm) © July 2004 Stevens; from the [Academic Center for Evidence-Based Nursing](http://www.acestar.uthscsa.edu/), University of Texas Health Science Center at San Antonio.

[Advanced Practice Nurses](http://www.nursingworld.org/DocumentVault/APRNs.aspx) Information site from the American Nurses Association.

[The Association of State and Territorial Directors of Nursing Public Health Nursing Practice Model](http://www.dshs.state.tx.us/rls/nursing/astdn.shtm) From the extensive [Public Health Nursing](http://www.dshs.state.tx.us/rls/nursing/default.shtm) site, Texas Department of Health.

[The Beckwith Institute for Innovation in Patient Care](http://www.beckwithinstitute.org/) working with the University of Pittsburgh Medical Center. Site includes an [Innovator's Page](http://www.beckwithinstitute.org/Innovation.htm) and online document [The Transformational Model for Professional Practice in Health Care Organizations](http://www.beckwithinstitute.org/Transformation.htm).

[Care Without Coverage: Too Little, Too Late](http://www.nap.edu/catalog.php?record_id=10367) By the Committee on the Consequences of Uninsurance; 2002. Available online from the National Academies Press.

[Changes in Health Care Financing and Organization](http://www.hcfo.net/) An initiative of the Robert Wood Johnson Foundation; includes a [Glossary of Terms Commonly Used in Health Care](http://www.hcfo.net/glossary.htm), available online and in PDF format.

[Code of Professional Conduct for Case Managers](http://www.ccmcertification.org/download/CCMCode.pdf) and [Case Manager Certification](http://www.ccmcertification.org/pages/12frame_set123.html). Available from the web site of the [Commission for Case Manager Certification](http://www.ccmcertification.org/index.html).

[Community-Campus Partnerships for Health - CCPH](http://www.ccph.info/) A "nonprofit organization that promotes health through partnerships between communities and higher educational institutions."

[Crossing the Quality Chasm: A New Health System for the 21st Century](http://www.nap.edu/catalog.php?record_id=10027) Committee on Quality of Health Care in America, Institute of Medicine; 364 pages, 2001. Available online from the National Academies Press.

[Dartmouth Atlas of Health Care](http://www.dartmouthatlas.org/) Includes "epidemiology, economics, and statistics - and focuses on the accurate description of how medical resources are distributed and used in the United States."

[Disease Management Association of America](http://www.dmaa.org/) Site includes a [Definition of Disease Management](http://www.dmaa.org/dm_definition.asp).

[Evaluation of Nursing Practice Models in Primary Health Care Settings](http://www.cns.nf.ca/research/sd2.htm) Principal Investigator: Christine Way, PhD, Co-Investigators: Colleen Hanrahan, John Housser, &Madge Applin, January 12, 2000; a full-text online report from the [Centre for Nursing Studies](http://www.cns.nf.ca/), Health Care Corporation of St. John's, Newfoundland, Canada.

[Evidence Report/Technology Assessment. No. 43. Making Health Care Safer: A Critical Analysis of Patient Safety Practice](http://www.ahrq.gov/clinic/ptsafety/index.html) Prepared for: Agency for Healthcare Research and Quality, Contract No. 290-97-0013. Prepared by: University of California at San Francisco (UCSF)-Stanford University Evidence-based Practice Center, July 2001. Includes [Chapter 46: Fatigue, sleepiness and medical errors](http://www.ahrq.gov/clinic/ptsafety/pdf/chap46.pdf).

[Financing Subacute and Skilled Care](http://64.85.16.230/educate/content/elements/financingsubacutecare.html) From an extensive site on palliative care services from the [Center to Advance Palliative Care](http://www.capc.org/).

[Guiding Principles for Future Patient Care Delivery](http://www.hospitalconnect.com/aone/resource/guidingprinciples.html) Overview from the [American Organization of Nurse Executives - AONE](http://www.aone.org/aone_app/index.jsp).

[Health Care at the Crossroads: Strategies for Addressing the Evolving Nursing Crisis](http://www.jointcommission.org/NR/rdonlyres/5C138711-ED76-4D6F-909F-B06E0309F36D/0/health_care_at_the_crossroads.pdf) A 47 page online report from the Joint Commission on Accreditation of Healthcare Organizations.

[Health Coverage in America, 2004 Data Update](http://www.kff.org/uninsured/7415.cfm) and [The Uninsured: A Primer -- October 2006](http://www.kff.org/uninsured/upload/7451-021.pdf) From the Kaiser Family Foundation. See also the [Kaiser Family Foundation's State Health Facts Online](http://www.statehealthfacts.kff.org/) Includes information on health insurance coverage, HIV/AIDS, minorities, health providers, and women's health.

[Health Coverage and the Uninsured](http://www.kff.org/uninsured/index.cfm) Extensive collection of reports and resources from the [Kaiser Family Foundation](http://www.kff.org/).

[Health Insurance Data](http://www.census.gov/hhes/www/hlthins/hlthins.html) site of the U.S. Census Bureau.

[Healthy People 2010](http://www.healthypeople.gov/Document/) and specific materials on [Access to Quality Health Services](http://www.healthypeople.gov/Document/HTML/Volume1/01Access.htm).

[Home Care Online](http://www.nahc.org/) Includes information on [Legislative and Regulatory](http://www.nahc.org/NAHC/LegReg/legreg.html) issues. Web site of the National Association for Home Care, an extensive resource, with some areas limited to members.

[Hospital Nurse Staffing and Quality of Care](http://www.ahrq.gov/research/nursestaffing/nursestaff.htm) Research in Action, Issue 14, online report from the Agency for Healthcare Research and Quality. Includes a section on Nurse Workload and Job Dissatisfaction.

[Hospital Utilization (in non-Federal short-stay hospitals)](http://www.cdc.gov/nchs/fastats/hospital.htm) From FASTSTATS, National Center for Health Statistics.

[Improving the Effectiveness of Primary Health Care Through Nurse Practitioner / Family Physician Structured Collaborative Practice](http://www.medicine.uottawa.ca/family/eng/nurse_physician.html) A Joint Research Project of the Department of Family Medicine and the School of Nursing, Faculty of Health Sciences of the University of Ottawa, summary and full text of report are available online.

[Keeping Patients Safe: Transforming the Work Environment of Nurses](http://www.nap.edu/catalog.php?record_id=10851) Ann Page, Editor, from the Committee on the Work Environment for Nurses and Patient Safety; 488 pages, 2004. Available online from the National Academies Press.

[Managed Care: Challenges & Opportunities for Nursing](http://www.needlestick.org/readroom/fsmgdcar.htm) From the American Nurses Association.

[Managed Care On-line](http://www.mcol.com/) Includes a variety of [free resources](http://www.mcol.com/resource.htm), and additional resources to subscribing members.

[Managing Managed Care](http://www.nap.edu/catalog.php?record_id=5477) Margaret Edmunds, Richard Frank, Michael Hogan, Dennis McCarty, Rhonda Robinson-Beale, and Constance Weisner, Editors; Committee on Quality Assurance and Accreditation Guidelines for Managed Behavioral Health Care, Institute of Medicine, 1997; 396 pages. Available online from the National Academies Press.

[Medicare](http://www.medicare.gov/) Official consumer information site from the U.S. government.

[Medicare](http://www.ssa.gov/pubs/10043.html) SSA Publication No. 05-10043, March 2001; from the Social Security Administration.

[Medicare Information Resource](http://www.cms.hhs.gov/home/medicare.asp) Includes the Origins of Medicare; from the Centers for Medicare & Medicaid Services.

[Medical Errors & Patient Safety](http://www.ahrq.gov/qual/errorsix.htm) A site from the [Agency for Healthcare Research and Quality](http://www.ahrq.gov/). "A major Federal initiative has been launched to reduce medical errors and improve patient safety in federally funded health care programs, and by example and partnership, in the private sector."

[Minimum Nurse-to-Patient Ratios in California Hospitals](http://www.futurehealth.ucsf.edu/cchws/ratios.html) Studies from The Center for Health Professions, University of California, San Francisco.

[A Model for Differentiated Nursing Practice](http://www.aacn.nche.edu/Publications/DIFFMOD.PDF) An 85 page report from the American Association of Colleges of Nursing, American Organization of Nurse Executives, and National Organization for Associate Degree Nursing, 1995. Available full text online.

[National Patient Safety Goals](http://www.jointcommission.org/PatientSafety/NationalPatientSafetyGoals/) and [Speak Up Initiatives](http://www.jointcommission.org/GeneralPublic/Speak+Up/) and a general gateway site on [Patient Safety](http://www.jointcommission.org/PatientSafety/). From the Joint Commission on the Accreditation of Healthcare Organizations - JCAHO. There is also a separate site [The Joint Commission International Center for Patient Safety](http://www.jcipatientsafety.org/).

[NeedyMeds.com](http://www.needymeds.com/) A site maintained by Libby Overly, MEd, MSW, Rich Sagall, MD, that provides information on pharmaceutical companies that provide programs to assist individuals who can not afford to buy their medications.

[Number of Medicare Certified Home Health Agencies and Hospices 2004](http://nahc.org/2004HHAs.pdf) From the National Association for Home Care & Hospice.

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[Nurse Staffing, Models of Care Delivery, and Interventions](http://www.ahrq.gov/clinic/ptsafety/pdf/chap39.pdf) Chapter 39 of Evidence Report/Technology Assessment, No. 43, [*Making Health Care Safer: A Critical Analysis of Patient Safety Practices*](http://www.ahrq.gov/clinic/ptsafety/), AHRQ Publication No. 01-E058, July 2001, from the Agency for Healthcare Research and Quality.

[Nurse-to-Patient Staffing Ratios for General Acute Care Hospitals](http://www.dhs.ca.gov/lnc/pubnotice/NTPR/R-37-01_FAQ2182004.pdf) January 2004, and [Hospital Nursing Staff Ratios and Quality of Care](http://www.dhs.ca.gov/lnc/pubnotice/NTPR/FRepOnEvidence.pdf) a 2002 report; from the [California Department of Health Services](http://www.dhs.ca.gov/).

[The Occupational Health Nurse as a Case Manager](http://www.aaohn.org/practice/positions/loader.cfm?url=/commonspot/security/getfile.cfm&PageID=17686)An[American Association of Occupational Health Nurses - AAOHN](http://www.aaohn.org/" \t "_blank) Position Statement.

[Overview of the Chronic Care Model](http://www.improvingchroniccare.org/index.php?p=The_Chronic_Care_Model&s=2) From the [Improving Chronic Illness Care](http://www.improvingchroniccare.org/) website.

[Reports on the Nursing Workforce](http://bhpr.hrsa.gov/healthworkforce/nursing.htm)From the [Division of Nursing](http://bhpr.hrsa.gov/nursing/), [Bureau of Health Professions](http://bhpr.hrsa.gov/), [Health Resources and Services Administration](http://www.hrsa.gov/).

[Sentinel Event Resource Index](http://www.jointcommission.org/SentinelEvents/)to many online resources from the Joint Commission on Accreditation of Healthcare Organizations - JCAHO.

[Telehealth as an everyday tool](http://collab.nlm.nih.gov/tutorialspublicationsandmaterials/Telesymposiumcd/1-1.pdf) A paper presented by Barry Kling, MSPH, at the [2001 Symposium NLM National Telemedicine Initiative: Telemedicine and Telecommunications: Options for the New Century](http://collab.nlm.nih.gov/tutorialspublicationsandmaterials/telesymposiumcdcp.html).

Journals

[*American Journal of Health Promotion*](http://www.healthpromotionjournal.com/) Includes a Definition of Health Promotion.

[*The American Journal of Managed Care*](http://www.ajmc.com/Index.cfm?Menu=1) Some articles are available open access online.

[*The Case Manager*](http://journals.elsevierhealth.com/periodicals/ymcm) Full-text articles are available to CMSA members and personal subscribers starting from 2000 to the present. Access to tables of contents and abstracts is complimentary.

[*Chronic Disease Notes and Reports*](http://www.cdc.gov/nccdphp/publications/cdnr/) Newsletter of the National Center for Chronic Disease Prevention and Health Promotion.

[*Disease Management*](http://www.liebertpub.com/publication.aspx?pub_id=12) Official journal of the Disease Management Association of America. Members can access the journal online. Tables of contents and abstracts are available to all.

[*Federal Register*](http://www.gpoaccess.gov/fr/index.html) Online via GPO Access.

[*Kaiser Daily Health Policy Report*](http://www.kaisernetwork.org/daily_reports/rep_hpolicy.cfm) From the [Kaiser Network](http://www.kaisernetwork.org/)" a free service of the Henry J. Kaiser Family Foundation" providing current information on health policy and finance.

[*Managed Care*](http://www.managedcaremag.com/) For administrators and physicians; open access online.

Agencies, Organizations, and Associations

[Agency for Healthcare Research and Quality](http://www.ahrq.gov/) From the U.S. Department of Health and Human Services, this site offers online full-text guidelines and reports dealing with a wide variety of health issues, from costs to treatment of specific disorders, and links to other relevant web resources. Includes sections on the [U.S. Preventive Services Task Force - USPSTF](http://www.ahrq.gov/clinic/uspstfix.htm) and [Preventive Services](http://www.ahrq.gov/clinic/prevenix.htm).

[American Association of Managed Care Nurses](http://www.aamcn.org/)

[American Association of Preferred Provider Organizations](http://aappo.org/) Includes an overview under [PPO Resources](http://aappo.org/index.cfm?pageid=10).

[American Case Management Association - ACMA](http://www.acmaweb.org/) A "non-profit membership organization for Hospital/Health System Case Management professionals."

[American Nurses Association - ANA](http://www.nursingworld.org/)

[American Nurses Credentialing Center](http://www.nursecredentialing.org/)

[Case Management Society of America - CMSA](http://www.cmsa.org/) Includes a section on the [History](http://www.cmsa.org/default.aspx?tabid=101) of the Society.

[Centers for Medicare and Medicaid Services - CMS](http://www.cms.hhs.gov/), and [State Children's Health Insurance Programs](http://www.cms.hhs.gov/home/schip.asp), includes sections on [Medicaid](http://www.cms.hhs.gov/home/medicaid.asp) and [Medicare](http://www.cms.hhs.gov/home/medicare.asp).

[Citizens' Council on Health Care](http://www.cchconline.org/) A resource for designing the future of health care.

[Commission for Case Manager Certification - CCMC](http://www.ccmcertification.org/index.html) Includes information on [Case Manager Certification](http://www.ccmcertification.org/pages/12frame_set123.html).

[Disease Management Association of America](http://www.dmaa.org/) Site includes a [Definition of Disease Management](http://www.dmaa.org/dm_definition.asp).

[Duke University Center for Health Policy, Law and Management Duke Health Policy Cyberexchange](http://www.hpolicy.duke.edu/cyberexchange/)

[Institute of Medicine](http://www.iom.edu/) of the National Academies

[Joint Commission on Accreditation of Healthcare Organizations - JCAHO](http://www.jointcommission.org/) and [Joint Commission International (JCI) Center for Patient Safety](http://www.jcipatientsafety.org/)An extensive site that includes case studies, sample policies, bibliographies and links to web resources.

[National Academy for State Health Policy](http://www.nashp.org/) Nonprofit, nonpartisan, public policy think tank addressing pressing health care policy issues of concern to state governments.

[National Center for Health Workforce Analysis](http://bhpr.hrsa.gov/healthworkforce/)From the [Bureau of Health Professions](http://bhpr.hrsa.gov/), [Health Resources and Services Administration](http://www.hrsa.gov/).

[National Council of State Boards of Nursing](https://www.ncsbn.org/) This site contains information on practice acts, licensure, NCLEX board exams, specific state boards of nursing links and much more.

[National Guideline Clearinghouse](http://www.guideline.gov/)

[The Sara Cole Hirsch Institute for Best Nursing Practice Based on Evidence](http://fpb.cwru.edu/HirshInstitute/) at Case Western Reserve School of Nursing.

**CHAPTER 13:**

3. Staffing and Scheduling

[AMSN Official Position Statement On: Unlicensed Assistive Personnel (UAP)](http://www.medsurgnurse.org/cgi-bin/WebObjects/AMSNMain.woa/1/wa/viewSection?wosid=4MXi3IOAailP2YM7Je73Wj7Uh8p&ss_id=536873229&s_id=1073744079&tName=positionsUnlicensedPersonnel) From the [Academy of Medical Surgical Nurses](http://www.medsurgnurse.org/).

[AONE Policy Statement on Mandated Staffing Ratios](http://www.hospitalconnect.com/aone/advocacy/ps_ratios.html) Approved by the AONE Board of Directors, December 2003. From the American Organization of Nurse Executives - AONE.

[The Business Case for Reducing Patient-to-Nursing Staff Ratios and Eliminating Mandatory Overtime for Nurses](http://www.minurses.org/spc/MNA_Report_0607.pdf) One of several online resources available from the [MNA Safe Patient Care Initiative](http://www.minurses.org/spc/indexNEW.shtml) site of the Michigan Nurses Association.

[Circadian Rhythms and Shift Work](http://www.acep.org/webportal/PracticeResources/issues/well/PREPCircadianRhythmsandShiftWork.htm) Revised by the Wellness Section under the direction of Harold A. Thomas, Jr, MD, FACEP Wellness Section Steering Committee Chair August 2003, [American College of Emergency Physicians](http://www.acep.org/).

[Delegating to Unlicensed Assistive Personnel](http://www.nurse.com/ce/syllabus.html?CCID=3819) An online course by Polly Gerber Zimmermann, RN, MS, MBA, CEN & Connie Kirkpatrick, RN, MS, PhD, from Nurse.com.

[Delegation of Nursing Care Activities](http://www.annanurse.org/cgi-bin/WebObjects/ANNANurse.woa/wa/viewSection?s_id=1073744052&ss_id=536873322&tName=delegateCare)From the American Nephrology Nurses' Association.

[Joint Statement on Maintaining Professional and Legal Standards During a Shortage of Nursing Personnel](http://www.needlestick.org/readroom/position/joint/jtshort.htm) Position Statement from the American Nurses Association Board of Directors Policy/Position and the National Council of State Boards of Nursing and the National Federation of Licensed Practical Nursing, Inc.

[Minimum Nurse Staffing Ratios in California Acute Care Hospitals](http://www.futurehealth.ucsf.edu/pdf_files/MinNurseStaffingRatios1.pdf) A 66 page online report from the Center for the Health Professions, University of California San Francisco.

[Nurse Staffing](http://www.nursingworld.org/MainMenuCategories/ThePracticeofProfessionalNursing/workplace/Workforce/ShortageStaffing/Staffing.aspx) Resources from the American Nurses Association. Includes information on the Registered Nurse Safe Staffing Act of 2005, and on staffing plans and ratios. [Safe Staffing/Patient Outcomes](http://www.nursingworld.org/MainMenuCategories/ThePracticeofProfessionalNursing/workplace/Workforce/ShortageStaffing/Staffing/SafeStaffingPatientOutcomes.aspx) Information from the American Nurses Association.

[Nurse Staffing And Patient Outcomes In the Inpatient Hospital Setting](http://www.nursingworld.org/pressrel/2000/st0504.htm) Executive Summary, American Nurses Association, March 2000.

[Nursing Staff in Hospitals and Nursing Homes: Is It Adequate?](http://www.nap.edu/catalog.php?record_id=5151)Gooloo S. Wunderlich, Frank Sloan, and Carolyne K. Davis, Editors; Committee on the Adequacy of Nursing Staff in Hospitals and Nursing Homes, Institute of Medicine; 560 pages, 1996. Available full-text online from the National Academies Press.

[Nursing-Sensitive Quality Indicators for Acute Care Settings and ANA's Safety and Quality Initiative](http://www.needlestick.org/readroom/fssafe99.htm)From the American Nurses Association.

[Nursing Workforce Reports & Data](http://bhpr.hrsa.gov/healthworkforce/nursing.htm) Extensive collection ofonline reports from the [Division of Nursing](http://bhpr.hrsa.gov/nursing/), [Bureau of Health Professions](http://bhpr.hrsa.gov/), [Health Resources and Services Administration](http://www.hrsa.gov/).

[Position Statement on Determining the Staffing Needs on Inpatient Psychiatric Units](http://www.apna.org/i4a/pages/index.cfm?pageid=3347) From the American Psychiatric Nurses Association.

[Role of Delegation by the Emergency Nurse in Clinical Practice Settings](http://ena.org/about/position/PDFs/Role-of-Delegation.PDF), Position Statement from the Emergency Nurses Association.

[When Care Becomes a Burden: Diminishing Access to Adequate Nursing](http://www.milbank.org/010216fagin.html) By Claire M. Fagin, February 2001; available full-text online from the [Milbank Memorial Fund](http://www.milbank.org/).

Agencies, Organizations, and Associations

[American Nurses Association](http://www.nursingworld.org/)

[American Organization of Nurse Executives](http://www.aone.org/aone_app/index.jsp)

[American Productivity & Quality Center](http://www.apqc.org/)

[American Society for Healthcare Human Resources Administration](http://www.ashhra.org/ashhra_app/index.jsp)

[American Staffing Association](http://www.americanstaffing.net/)

[Joint Commission on Accreditation of Healthcare Organizations - JCAHO](http://www.JointCommission.org/)

[National League for Nursing](http://www.nln.org/)

**CHAPTER 14:**

4. Selecting, Developing and Evaluating Staff

[ANCC Magnet Recognition Program®](http://www.nursecredentialing.org/magnet/index.html) This program of the [American Nurses Credentialing Center](http://www.nursecredentialing.org/) identifies hospitals that have achieved excellence in nursing care.

[Community Tool Box](http://ctb.ku.edu/)" provides over 6,000 pages of practical skill-building information on over 250 different topics" for community health programs; from the University of Kansas. Topics include Strategic Planning, Leadership &Group Facilitation, Organizing for Effective Advocacy, Policy Development, and more.

[Enhancing Organizational Performance](http://www.nap.edu/catalog.php?record_id=5128) Daniel Druckman, Jerome E. Singer, and Harold Van Cott, Editors; Committee on Techniques for the Enhancement of Human Performance, National Research Council; 304 pages, 1997. Available full-text online from the National Academies Press.

[The framework, concepts and methods of the competency outcomes and performance assessment (COPA) model](http://www.nursingworld.org/MainMenuCategories/ANAMarketplace/ANAPeriodicals/OJIN/TableofContents/Volume41999/No3Sep30/COPAModel.aspx)An article from the *Online Journal of Issues in Nursing*, by Carrie B. Lenburg, EDD, RN, FAAN.

[Frederick Herzberg - Motivational Theory](http://accel-team.com/human_relations/hrels_05_herzberg.html) From accel-team.com; also has summaries on Elton Mayo, Abraham Maslow, Douglas McGregor, Rensis Likert, and David C. McClelland.

[Generation Y: Motivating and Training a New Generation of Employees](http://www.hotel-online.com/Trends/CarolVerret/GenerationY_Nov2000.html) An online article by Carol Verret, November 2000, a professional management consultant.

[Guideline Memorandum on Charge Nurse Supervisory Issues](http://www.nlrb.gov/shared_files/OM%20Memos/1999/Om99-44.pdf) By Richard A. Siegel, Associate General Counsel; from the National Labor Relations Board site. This document provides "guidance on legal issues often confronted in representation and unfair labor practice cases arising in the health case industry."

[Healthy Nurses, Healthy Workplaces Bibliography](https://www.nurses.ab.ca/Carna/index.aspx?WebStructureID=351)From the College and Association of Registered Nurses of Alberta. Includes multiple topics, such as Recruitment, Retention, and the Nursing Shortage, Change, Leadership, Job Satisfaction, and more.

[The Impaired Nurse](http://www.nurse.com/ce/syllabus.html?CCID=3045) Online self study module by Susanne J. Pavlovich-Danis, ARNP-C, MSN, CDE, from Nurse.com.

[Initial and Continuing Competence in Education and in Practice](http://www.nursingworld.org/MainMenuCategories/ANAMarketplace/ANAPeriodicals/OJIN/TableofContents/Volume41999/No3Sep30/ContinuingCompetence.aspx) A collection of online articles from *Online Journal of Issues in Nursing*, American Nurses Association.

[Learning to Lead: From Staff Nurse to Charge Nurse](http://www.nurse.com/ce/course.html?CCID=4083) Online continuing education unit by Catherine Robinson-Walker, MBA, MCC & Sarah Detmer, RN, MS. A fee is required to obtain credit, but all materials are open to access.

[A National Agenda for Nursing Workforce Racial/Ethnic Diversity](ftp://ftp.hrsa.gov/bhpr/nursing/divreport/DivFull.pdf), 2000. A 49 page report from the National Advisory Council on Nurse Education and Practice, Nursing Division of the Bureau of Health Professions, Health Resources and Services Administration.

[Partnership: Making the Most of Mentoring](http://www.nurse.com/CE/course.html?CCID=3111) By Linda H. Yoder, RN, MBA, PhD, AOCN & Valerie Restifo, RN, MA, MS; from Nurse.com. Open access online; continuing education credit requires payment of a fee.

[Testing and Assessment: An Employer's Guide to Good Practices](http://www.datadome.com/pdf/USLaborGoodPractice.pdf)From the U.S. Department of Labor, 1999.

[Under the Influence?: Drugs and the American Work Force](http://www.nap.edu/catalog.php?record_id=2118) Jacques Normand, Richard O. Lempert, and Charles P. O'Brien, Editors; Committee on Drug Use in the Workplace, National Research Council/Institute of Medicine; 336 pages, 1994. Available full-text online from the National Academies Press.

[Uniform Guidelines on Employee Selection Procedures](http://www.usdoj.gov/crt/emp/uniformguidelines.html) "guidelines incorporate a single set of principles which are designed to assist employers, labor organizations, employment agencies, and licensing and certification boards to comply with requirements of Federal law prohibiting employment practices which discriminate on grounds of race, color, religion, sex, and national origin. They are designed to provide a framework for determining the proper use of tests and other selection procedures. See also, Questions and Answers on the [Uniform Guidelines on Employment Selection Procedures](http://www.uniformguidelines.com/questionandanswers.html); from the U.S. Department of Justice.

[Worklife Task Force: Renewing our Commitment to Nurses A Report to the Minister of Health from the Worklife Task Force](http://www.gov.mb.ca/health/documents/worklife.pdf) An extensive online report from the College of Registered Nurses of Manitoba.

Agencies, Organizations and Associations

[American Nurses Association - ANA](http://www.nursingworld.org/)

[Employee Benefit Research Institute](http://www.ebri.org/)

[Michigan Center for Nursing](http://www.michigancenterfornursing.org/index.cfm)

[Minority Nurse.com](http://www.minoritynurse.com/) A commercial site that features sections on a faculty forum, employers, and academic programs.

[National Association for Health Care Recruitment](http://www.nahcr.com/)

[National Labor Relations Board](http://www.nlrb.gov/)

[National Nursing Staff Development Organization](https://www.nnsdo.org/)

[North Carolina Center for Nursing](http://www.ga.unc.edu/NCCN/)

[Tennessee Center for Nursing Inc.](http://www.centerfornursing.org/) "a statewide consortium to guide the ongoing development of an appropriate nursing work force, to conduct nursing work force analyses, to propose recommendations for nursing education and practice reform, to disseminate the findings and recommendations, and to develop an ongoing system to address the nursing work force as related to the future health care needs of the residents of Tennessee."

[U.S. Department of Labor](http://www.dol.gov/) Includes sites on [Laws and Regulations](http://www.dol.gov/compliance/), [specific agencies within the Department](http://www.dol.gov/dol/organization.htm), and [statutes and executive orders](http://www.dol.gov/esa/regs/main.htm).

[U.S. Equal Employment Opportunity Commission](http://www.eeoc.gov/)

[Women's Bureau, Department of Labor](http://www.dol.gov/wb/welcome.html)