**MODULE 5 : MEDIA LINKS**

**CHAPTER 16:**

16. Leading Change

[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).

[Center for Creative Leadership](http://www.ccl.org/leadership/index.aspx?pageId=1)An international provider of executive education. Includes many publications available for purchase and an online newsletter.

[The Change Management Learning Center](http://www.change-management.com/) Sponsored by Prosci, an independent research and publishing company. Contains excerpts from books and open-access online tutorials. Prosci also sponsors the [BPR (Business Process Reengineering) Learning Center](http://www.prosci.com/mod1.htm).

[Explorations in Learning & Instruction: The Theory Into Practice (TIP) Database](http://tip.psychology.org/) This database includes summaries of 50 learning and instruction theories. The theories can be accessed by learning domains and concepts.

[Forecasting Principles](http://www.forecastingprinciples.com/) From a site "directed by J. Scott Armstrong and hosted by the Marketing Department of The Wharton School, University of Pennsylvania." Includes tools to download and links to additional web resources.

[Leadership Characteristics that Facilitate Change](http://www.sedl.org/change/leadership/) by Sylvia Méndez-Morse. Includes sections on characteristics of leaders. From the Southwest Educational Development Laboratory.

[Leadership For Change (LFC )™ Network](http://www.icn.ch/LFC/) of the [International Council of Nurses](http://icn.ch/index.html) An initiative "launched during the 2003 Geneva Conference. Membership in this network is available to individuals who have participated in an International Council of Nurses’ (ICN) LFC ™ programme or a LFC ™ programme provided by an ICN certified Trainer."

[Leadership in A Quantum Age](http://www.progenerations.com/articles/Leadership.htm) by Gwen McCauley, a founding partner of the WEL-Systems® Institute, an online article "based on the WEL-Systems® Levels of Thinking model and was published in an earlier version called "Holistic Leadership" in the *Australian Business Magazine*." From the [ProGenerations](http://www.progenerations.com/index.htm), a division of the WEL-Systems® Institute.

[Organizational Change and Leadership - 2002 Institute of Medicine Annual Meeting](http://www.iom.edu/CMS/6542/7125.aspx) Includes audio and slide presentations by some of the leaders in health care management, such as André Delbecq, D, BA, Stephen M. Shortell, PhD, and Noel M. Tichy, PhD.

[Transformational Change: A Ten-Point Strategy to Achieve Better Health Care for All](http://www.cmwf.org/usr_doc/803_davis_presmessage_2004.pdf) President's Message from the 2004 Annual Report of [The Commonwealth Fund](http://www.commonwealthfund.org/index.htm).

**CHAPTER 17:**

17. Building Teams through Communication and Partnerships

[Active Listening - Hear What People are Really Saying](http://www.mindtools.com/CommSkll/ActiveListening.htm) by Kellie Fowler, from [Mind Tools](http://www.mindtools.com/).

[Are teamwork and professional autonomy compatible, and do they result in improved hospital care?](http://qshc.bmj.com/cgi/content/full/10/suppl_2/ii32) An online article from *Quality in Health Care* 2001; 10: ii32-ii37. Access requires registration.

[Center for Collaborative Organizations](http://www.workteams.unt.edu/) Formerly the Center for the Study of Work Teams, from the University of North Texas, Denton. [Newsletter](http://www.workteams.unt.edu/newsletter.html) archives are available online.

[Communication Styles](http://www.nsba.org/sbot/toolkit/CommStyl.html) From the [Education Leadership Toolkit](http://www.nsba.org/sbot/toolkit/), [Leadership and Teams](http://www.nsba.org/sbot/toolkit/LeadTeam.html) section which has items on leadership qualities, self-assessment, and behavioral styles; a project of the National School Boards Foundation.

[Corporate Team Building](http://www.ebl.org/)Using experience based learning. From Experience Based Learning, Inc.®.

[A Guide to Team Development](http://www.who.int/cancer/palliative/guidetodevelopment/en/) Online guide on developing palliative care teams from the World Health Organization.

[Interdisciplinary Teams and Collaboration](http://www.gwu.edu/%7Eiscopes/LearningMods_Teams.htm) An online learning module from The George Washington University.

[Interpersonal Communication](http://www.pertinent.com/articles/communication/index.asp) An online article from [Pertinent Information](http://www.pertinent.com/), a web site for personal development.

[Leadership and Learning Guide: Teams Handbook](http://www.ainc-inac.gc.ca/ai/ldr/tc_e.html) A full text online resource; part of the [Leadership and Learning Guide](http://www.ainc-inac.gc.ca/ai/ldr/lrngu_e.html) from Indian and Northern Affairs, Canada.

[Team Building UK](http://www.teambuilding.co.uk/) A metasite from Progressive Resources Ltd, for Team Building Activities, Games & Events.

[Team Players](http://www.nurseweek.com/news/features/02-10/lvn.asp) "As the shortage heightens demand for LPNs and LVNs, hospitals tackle the challenge of defining their roles and promoting workplace harmony with RNs." Online article by Jeanne Fogler, from *NurseWeek*, October 11, 2002.

[Teambuildinginc.com](http://www.teambuildinginc.com/) Commercial metasite from Teambuilding, Inc.

[Teams and Teamwork](http://www.hq.nasa.gov/office/hqlibrary/ppm/ppm5.htm) Extensive web site on all aspects of developing effective teams from the NASA Headquarters Library. Includes links to relevant articles, books, and web resources.

[10 Tips for Effective E-mail](http://www.mindtools.com/email.html) by Ellen Dowling, PhD, from [Mind Tools](http://www.mindtools.com/).

[Working With an Interdisciplinary Team](http://www.nurse.com/ce/syllabus.html?CCID=3869)By Eileen Wenckus, RN, MSN, CS & Dian Teinert, RN, MS, CNS, NP-C, from Nurse.com. Open-access online; continuing education credit requires payment of a fee.

**CHAPTER 19:**

19. Managing Quality and Risk

[Achievable Benchmarks of Care (ABC™) User Manual](http://main.uab.edu/show.asp?durki=11311) Updated December 8, 1999; from the Center for Outcomes and Effectiveness Research and Education, University of Alabama at Birmingham; full text online.

[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.

[The Balanced Scorecard Institute](http://balancedscorecard.org/) An online site from the organization, designed to provide "web-based guidance, information and tools to government and nonprofit managers as they attempt to design and implement measurement-based management in state, local and federal government environments.

[Baldrige Award Recipient Profile: Malcolm Baldrige National Quality Award 2003, Award Recipient, Health Care Category Baptist Hospital, Inc.](http://www.nist.gov/public_affairs/releases/bhitrauma.htm) From the National Institute of Standards and Technology site.

[Collaboration Among Competing Managed Care Organizations for Quality Improvement](http://www.nap.edu/catalog.php?record_id=6417) Molla S. Donaldson, Editor; The National Roundtable on Health Care Quality, Institute of Medicine; 62 pages, 1999; available full-text online.

[Costs, Outcomes, and Patient Satisfaction by Provider Type for Patients with Rheumatic and Musculoskeletal Conditions: A Critical Review of the Literature and Proposed Methodologic Standards](http://www.annals.org/cgi/content/full/127/1/52)From the *Annals of Internal Medicine* 1 July 1997. 127:52-60.

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

[1st Annual Crossing the Quality Chasm Summit: A Focus on Communities](http://www.nap.edu/catalog.php?record_id=11085) Karen Adams, Ann C. Greiner, and Janet M. Corrigan, Editors, Committee on the Crossing the Quality Chasm: Next Steps Toward a New Health Care System 176 pages, 2004. Available online from the National Academies Press.

[Envisioning the National Health Care Quality Report](http://www.nap.edu/catalog.php?record_id=10073) Margarita P. Hurtado, Elaine K. Swift, and Janet M. Corrigan, Editors, Committee on the National Quality Report on Health Care Delivery, Board on Health Care Services; 256 pages, 2001; available full-text online.

[Health Care Criteria for Performance Excellence](http://www.quality.nist.gov/HealthCare_Criteria.htm) Available online from the Baldrige National Quality Program site.

[Health Performance Measurement in the Public Sector](http://www.nap.edu/catalog.php?record_id=6487) Edward B. Perrin, Jane S. Durch, and Susan M. Skillman, Editors; Panel on Performance Measures and Data for Public Health Performance Partnership Grants, National Research Council; 192 pages, 1999; full-text online from the National Academies Press.

[Health Professions Education: A Bridge to Quality](http://www.nap.edu/catalog.php?record_id=10681) Ann C. Greiner, Elisa Knebel, Editors, Committee on the Health Professions Education Summit; 192 pages, 2003. Available full-text online from the National Academies Press.

[Hospital Quality Initiatives (HQI)](http://www.cms.hhs.gov/HospitalQualityInits/) From the Centers for Medicare & Medicaid Services.

[Hospital Quality Alliance (HQA) Ten Measure "Starter Set"](http://www.cms.hhs.gov/HospitalQualityInits/downloads/HospitalHQA2004_2007200512.pdf) From the Hospital Quality Initiative (HQI) site, Centers for Medicare & Medicaid Services. Includes items on Pneumonia and Heart Attack.

[Issue of the Month: The Malcolm Baldrige National Quality Award News Briefs](http://www.commonwealthfund.org/publications/publications_show.htm?doc_id=261096)From*Quality Matters*: February Update from [The Commonwealth Fund](http://www.commonwealthfund.org/index.htm), vol. 6, February 2005. Issue includes a [Case Study: Using Baldrige Criteria to Achieve Performance Excellence at the Robert Wood Johnson University Hospital Hamilton](http://www.commonwealthfund.org/publications/publications_show.htm?doc_id=261096).

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

[Leadership by Example: Coordinating Government Roles in Improving Health Care Quality](http://www.nap.edu/catalog.php?record_id=10537) By the Committee on Enhancing Federal Healthcare Quality Programs, Janet M. Corrigan, Jill Eden, and Barbara M. Smith, Editors; 206 pages, 2002. Available online from the National Academies Press.

[Lessons from the Baldrige Winners in Health Care](http://www.ihi.org/IHI/Topics/Improvement/ImprovementMethods/ImprovementStories/LessonsfromtheBaldrigeWinnersinHealthCare.htm) Online article from the [Institute for Healthcare Improvement](http://www.ihi.org/IHI/).

[Managing Community Health Services](http://erc.msh.org/mainpage.cfm?file=1.0.htm&module=chs&language=English) Part of the [Manager's Electronic Resource Center](http://erc.msh.org/index.cfm).

[Medicare: A strategy for Quality Assurance, Volume I](http://www.nap.edu/catalog.php?record_id=1547) Kathleen N. Lohr, Editor; Committee to Design a Strategy for Quality Review and Assurance in Medicare, Institute of Medicine; 468 pages, 1990; full-text online.

[Medicare: A Strategy for Quality Assurance, Volume II: Sources and Methods](http://www.nap.edu/catalog.php?record_id=1548) Kathleen N. Lohr, Editor; Committee to Design a Strategy for Quality Review and Assurance in Medicare, Institute of Medicine; 476 pages, 1990; full-text online.

[National Institutes of Health (NIH) Consensus Development Program](http://consensus.nih.gov/)

[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.

[OASIS (the Outcome and Assessment Information Set)](http://www.cms.hhs.gov/oasis/) From the Centers for Medicare and Medicaid Services.

[Online Quality Initiative](http://www.aafp.org/online/en/home/practicemgt/quality.html), formerly known as the Online Medical Quality Clearinghouse; from the American Academy of Family Physicians; reference tool with links to organizations, performance measures, and programs and projects.

[Overview of Risk Management](http://nursingworld.org/mods/archive/mod310/cerm1ver.htm) From a series of [continuing education programs](http://nursingworld.org/mods/archive/home.cfm) on risk management from the American Nurses Association.

[Patient Safety: Achieving a New Standard for Care](http://www.nap.edu/catalog.php?record_id=10863) Philip Aspden, Janet M. Corrigan, Julie Wolcott, Shari M. Erickson, Editors, Committee on Data Standards for Patient Safety; 550 pages, 2004. Available online from the National Academies Press.

[Performance Measurement: Accelerating Improvement](http://www.nap.edu/catalog.php?record_id=11517) Committee on Redesigning Health Insurance Performance Measures, Payment, and Performance Improvement Programs; 2006. Available online from the National Academies Press.

[Priority Areas for National Action: Transforming Health Care Quality](http://www.nap.edu/catalog.php?record_id=10593) Karen Adams and Janet M. Corrigan, Editors, Committee on Identifying Priority Areas for Quality Improvement; 160 pages, 2003. Available online from the National Academies Press.

[Quality Control Tutorials](http://deming.eng.clemson.edu/pub/tutorials/qctools/stdntndx.htm) Tutorials on how to use a variety of quality control tools: flow chart, Pareto chart and more; from the Continuous Quality Improvement (CQI) Server, Department of Industrial Engineering, Clemson University.

[Report to the President on Medical Errors](http://www.quic.gov/report/index.htm)Available full text online in multiple formats, from the [Quality Intraagency Coordination (QuIC)](http://www.quic.gov/index.htm) Task Force site.

[To Err Is Human: Building a Safer Health System](http://www.nap.edu/catalog.php?record_id=9728) Linda T. Kohn, Janet M. Corrigan, and Molla S. Donaldson, Editors; Committee on Quality of Health Care in America, Institute of Medicine 312 pages, 2000. Available full-text online from the National Academies Press.

[Toolbox for Health Administration](http://www.pohly.com/admin.html) From Pam Pohly's Net Guide; includes links to journals, associations, and a wide selection of topical links.

[Transforming Care at the Bedside](http://www.ihi.org/IHI/Programs/TransformingCareAtTheBedside/)A project of the [Institute for Healthcare Improvement](http://www.ihi.org/IHI/), funded by the [Robert Wood Johnson Foundation](http://www.rwjf.org/index.jsp). Includes an online article, [Sparking Innovation and Excitement on the Hospital Unit](http://www.ihi.org/IHI/Topics/MedicalSurgicalCare/MedicalSurgicalCareGeneral/ImprovementStories/TransformingCareattheBedsideinitiativePrototypephase.htm).

[Working Statement Comparing the Clinical Nurse LeaderSM and Clinical Nurse Specialist Roles: Similarities, Differences and Complementarities](http://www.aacn.nche.edu/CNL/pdf/CNLCNSComparisonTable.pdf), December 2004. Available online from the [American Association of Colleges of Nursing - AACN](http://www.aacn.nche.edu/).

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. Features separate sections on [Evidence-based Practice](http://www.ahrq.gov/clinic/epcix.htm) and [Outcomes & Effectiveness](http://www.ahrq.gov/clinic/outcomix.htm) and [Nursing Research](http://www.ahcpr.gov/about/nursing/).

[American Society for Healthcare Risk Management](http://www.ashrm.org/ashrm_app/index.jsp)

[American Society for Quality](http://www.asq.org/)Includes a section on [Teamwork and Participation](http://www.asq.org/teamwork/).

[Baldrige National Quality Program](http://www.baldrige.nist.gov/) of the [National Institute of Standards and Technology](http://www.nist.gov/).

[Center for Quality Assessment and Improvement in Mental Health](http://www.cqaimh.org/)

[Foundation for Health Care Quality](http://www.qualityhealth.org/)

[Institute for Clinical Systems Improvement](http://www.icsi.org/)

[Institute for Healthcare Improvement](http://www.ihi.org/)

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

[National Committee for Quality Assurance - NCQA](http://web.ncqa.org/) Includes the [State of Health Care Quality Report - 2007](http://web.ncqa.org/tabid/566/Default.aspx)The report is available online in PDF format and requires Adobe Acrobat Reader to view or print.

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

[National Quality Measures Clearinghouse](http://www.qualitymeasures.ahrq.gov/) From the Agency for Healthcare Research and Quality, this is "a public repository for evidence-based quality measures and measure sets." Includes links to related sites, the [2006 National Healthcare Quality Report (NHQR)](http://www.ahrq.gov/qual/nhqr06/nhqr06.htm), and [QualityTools](http://www.qualitytools.ahrq.gov/) web site.

[Office of the Assistant Secretary for Planning and Evaluation](http://aspe.os.dhhs.gov/_/index.cfm) Department of Health and Human Services