

# LEADING CHANGE IN HEALTHCARE

Transforming organizations using complexity,  
positive psychology and relationship-centered care

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**“This book offers a way of thinking about administration that enables it to create humane systems that can also operate effectively in a control- and predictability-mad culture. The change efforts chronicled in this book demonstrate that when you focus on relationships you can produce amazing outcomes.”**

- Peter Block, in the foreword

Transform your management and administrative skills and improve the performance of your healthcare organization with strategies that are evidence based, humane, and healthcare specific. This book presents a practical new approach to organizational culture change called Relationship-centered Administration. It integrates methods from complexity science, positive psychology, and relationship-centered care, all of which converge on the idea of leading by participating mindfully and authentically in each moment. The authors present principles and show them in action - not just the end results, but also how the techniques look and feel in everyday work.

Drawing on case studies from primary care, hospitals, long-term care, professional education, international NGOs, and other settings, the authors show how organizational change begins with new patterns of communicating and relating at a personal level. They demonstrate that courage and authenticity are essential ingredients for leading change, that control is impossible and not-knowing often a virtue, and that leadership is more about taking the risk of acting in a new way than it is about having the right answers. They also teach about the many paradoxes of organizational change - exerting influence without having control, changing what's wrong by focusing on what's right, and changing organization-wide patterns of interaction by attending to patterns at a very local level. They demonstrate the concept of emergent design - the limitations of planning and the need to honor the unpredictable and serendipitous course of collaborative process, coupled with the need for a steadfast vision and unwavering belief in the capacity of others. The authors show how these ideas can be and have been successfully applied to produce improvements in service quality, patient satisfaction and engagement, health care utilization and outcomes for minorities, the ability to implement new work processes, staff satisfaction and retention, and financial performance.

**“This book represents our best contribution to what we hope will become a growing body of literature fostering the development of compassionate organizations that focus on people, not at the expense of but as means to economic viability. We believe, and the case studies presented here confirm, that you can be relational and profitable at the same time.”** - David Sluyter, in the introduction

Essential reading for executives, managers, and team leaders in every kind of health care organization, as well as for policy makers, patient advocates, healthcare regulators, and public health professionals, the book is also an ideal text for undergraduate and graduate courses in healthcare management, communication, and administration, for residency programs tackling teaching requirements in systems-based care, and for the many leadership courses now being created in large healthcare systems.

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