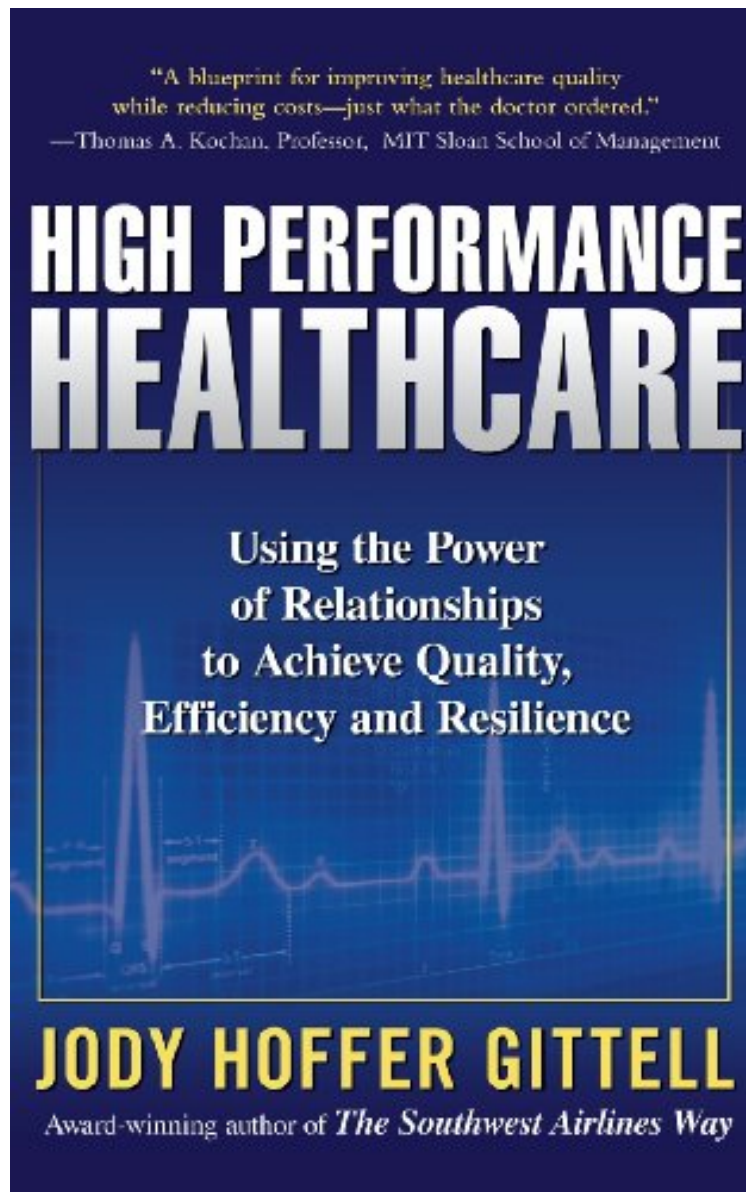


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## High Performance Healthcare: Using the Power of Relationships to Achieve Quality, Efficiency and Resilience

Jody Hoffer Gittel

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praised High Performance Healthcare: Using the Power of Relationships to Achieve Quality, Efficiency and Resilience:

6 of 6 people found the following review helpful. Powerful insights into how we might change health care for the better. By Molly Cooke I practice and teach medicine in a large university system and study and advocate for health care system change. It is all too easy, confronted by the numerous failings of health care in the US and the increasing attention to technological remedies such as the electronic health record and system redesign at the macro level like accountable care organizations (ACO's), to become overwhelmed and paralyzed. Hofer Gittel's book reminds us that, at their heart, systems are people and their relationships. Arrangements like ACO's are simply that, arrangements of people and functions, and EHR's are tools to facilitate the communication of information among people. Her clear exposition of the connection between the quality of relationships between health professionals and the outcomes they produce for their patients not only makes perfect sense, it points the way to improvements we clinicians can work towards right now - improvements in our working relationships that will be necessary regardless of the ultimate fate of the Affordable Care Act, the roll-out of health information technology nationally, and other matters of policy and politics that are beyond our individual control. The observations in this book about the correlations between the quality of working relationships between collaborative in complex endeavors doubtless generalize well beyond medicine - Hofer Gittel started with airlines after all - but health professionals should take this book to heart. What would your practice, your inpatient unit, your service look like if you and the others working there read this book together and applied its lessons?

0 of 0 people found the following review helpful. High Performance Healthcare: Using the Power of Relationships to Achieve Quality, Efficiency Resilience. By Joan Roche, PhD, RN, GCNS-BC. The delivery of healthcare is a highly complex process that is considered an industry, from the business perspective; and a service, by many of the disciplines (medicine, nursing, allied health, etc. Healthcare delivery is highly complex and can only be addressed when we consider both the business and the service aspects simultaneously. Jody Hoffer-Gittel presents research on this complex process from the system perspective and addresses the structures (high performance work practices), the processes (relational coordination) and the outcomes (quality efficiency and satisfaction). Delivery of health care delivery is high stakes (in human and economic terms), and with changing demographics (guaranteed increase in people needing healthcare) and the ongoing economic changes, it is approaching a crisis state. Everyday we read commentary on the Affordable Care Act and opinions on future directions. Most of these opinions are emotional and political with little basis in science. Gittel's work is based on science and addresses all aspects of the healthcare (structure, processes outcomes). I practice and teach nursing in a university and a large health system and study health care system change. We have few comprehensive models to assess and improve health care. Gittel's work can guide health care managers (looking at the business side), practice leaders (looking at the service aspect) researchers/educators (expanding our knowledge), with a solid scientific framework. Using this model, we evaluate and improve our healthcare system, based on system science rather than emotion or politics. I recommend this book for all leaders trying to improve healthcare.

0 of 0 people found the following review helpful. Comparing industries. By Joe Jacobson, MDI became aware of Professor Gittel from the groundbreaking work that she undertook in the airline industry. Her current focus on healthcare is a natural offshoot of that earlier work. As she points out again and again, the comparisons between the two industries are striking including "the complexity of the underlying work, the functional specialization and expertise required delivering high quality outcomes, the coordination challenges...the increasing cost pressures... and competing worker interests". Her analysis highlights the paradox that relational coordination is lowest for physicians in spite of their central role in delivering patient care; this paradox is not sustainable. Physicians must emerge as champions of relational coordination, working with enlightened senior leaders to implement a high performance work system as defined by Professor Gittel. The challenge, of course, is implementation.

In her groundbreaking book *The Southwest Airlines Way*, Jody Hoffer Gittel revealed the management secrets of the company *Fortune* magazine called "the most successful airline in history." Now, the bestselling business author explains how to apply those same principles in one of our nation's largest, most important, and increasingly complex industries. *High Performance Healthcare* explains the critical concept of "relational coordination" - coordinating work through shared goals, shared knowledge, and mutual respect. Because of the way healthcare is organized, weak links exist throughout the chain of communication. Gittel clearly demonstrates that relational coordination strengthens those weak links, enabling providers to deliver high quality, efficient care to their patients. Using Gittel's innovative management methods, you will improve quality, maximize efficiency, and compete more effectively. *High Performance Healthcare* walks you step by step through the process of: Identifying weak areas of relational coordination within your organization Transforming work practices that are creating barriers to relational coordination Building a high performance work system to foster consistent relational coordination across all disciplines The book includes case studies illustrating how some healthcare organizations are already transforming themselves using Gittel's proven tools. It concludes by identifying industry-level obstacles to high performance

healthcare and showing how individual organizations and their leaders can support sweeping change at the highest levels. Policy changes and increased access to care will not alone answer the healthcare industry's problems. Timely, accurate, problem-solving communication that crosses all organizational boundaries is a powerful response to business as usual. High Performance Healthcare explains exactly how to achieve this crucial dynamic, providing a long-awaited cure to an industry in crisis.

From the Back Cover A proven business remedy for our ailing healthcare industry "Healthcare delivery systems work only when the people in the line workers and leadership alike are in highly functional, trustworthy, and productive relationships. High Performance Healthcare is both theoretically sound and eminently practical a rare combination!" — Thomas S. Inui, ScM, MD, Relationship-Centered Care Initiative Codirector and Professor of Medicine and Associate Dean for Health Care Research, Indiana University School of Medicine "Dr. Gittel shows how a relatively small number of communication and relationship-building elements have a direct relationship to successful performance in both healthcare and the airline industry. Her ultimate accomplishment in healthcare may be a simple tool that builds the individual reliability mandatory for safe patient care." — Robert S. Hendler, MD, Vice President, Clinical Quality, Tenet Healthcare Corporation "Gittel's book raises important issues and options that need to be addressed in any national healthcare reform effort." — Thomas P. Glynn, PhD, Chief Operating Officer, Partners HealthCare "This is a must-read for improving organizational performance." Earl M. Murman, PhD, MIT Ford Professor of Engineering Emeritus and coauthor of Lean Enterprise Value "High Performance Healthcare points compellingly to a direction for change." Christine Bishop, PhD, Atran Professor of Labor Economics, Heller School for Social Policy and Management, Brandeis University "Every healthcare leader needs to read this book." Gene Beyt, MD, MS, Senior Vice President of Medical Quality, Clarian Health "This is an important work for clinicians, educators, and administrators." John Wright, MD, Attending Orthopedic Surgeon, Brigham and Women's Hospital, Harvard Medical School About the Author Jody Hoffer Gittel teaches Human Resource Management, Operations Management, and Organizational Theory at Brandeis University's Heller School for Social Policy and Management. She serves as a cochair of the Health Care Industry Council, and is the author of *The Southwest Airlines Way* and over a dozen articles on healthcare management. Prior to joining Brandeis, Gittel earned her PhD from the MIT Sloan School of Management and taught for six years at Harvard Business School.