INDEX

About Special Kids (ASK), 214–215
Accountable Care Organizations (ACOs), 186
Activity planning, 35–36
Acute care hospitals, factors affecting operating results for, 152–155
Adapt strategies, 22–23
Adaptation, 12
  strategies, 12
Adoption of innovations, 57–59, 68–69
Affordability Care Act (ACA), 30–31, 184–185
Agency for Healthcare Research and Quality Hospital Survey of Patient Safety Culture (AHRQ Hospital Survey of Patient Safety Culture), 123–124
Agent-based modeling (ABM), 37–38, 40, 43–45
  simulation, 45
Aggregated precision investment (API), 194–195
Ambidexterity, 17–18
Ambulatory surgery centers, 122
American health delivery system, 191
American health sector, 182
American Hospital Association (AHA), 189
  Annual Survey, 146
  Population Health Framework, 189
American Medical Association (AMA), 231–232
Analyzer strategy, 12
Area Health Resource File (AHRF), 62, 146
Article inclusion criteria, 163
Artificial intelligence (AI), 10, 79, 99, 185–186
  chatbots, 10
  relationship between innovation diffusion scores and perceived value of AI assistance, 109–110
Association of International Certified Professional Accountants, 158
Atypical pneumonia, 165
Automating documentation, 101–102
Average marginal effects (AME), 65

Bioterrorism Hospital Preparedness Program of the Health Resources and Services Administration, 164–165
Bioterrorism sparks emergency readiness responses, 164–165
Bivariate analysis, 105
Bivariate relationship between change management practice and perceived safety culture, 128–132
Black, Indigenous, and People of Color (BIPOC), 214
Boundary spanning issues, 197–198
Break-even analysis, 40–41

Cancer Incidence Missouri Information for Community Assessment website, 40
Care conference interview guide, 227–229
  background, 227–229
  COVID-19, 229
Care coordination, 212

Care planning, 223
Caregiver Advise, Record, Enable Act (CARE Act), 233–234
CARES Act, 155, 158
Case conference model, 214–215
Case study, simulation, 39–45
Centers for Disease Control and Prevention (CDC), 165, 171–172
Centers for Medicaid and Medicare Services (CMS), 57, 144–145, 186
  Flex Monitoring, 156
Central line-associated bloodstream infection (CLABSI), 118
Change, 98–99
  process, 48–49
Change management, 38
  association between perceived safety culture, 137
  bivariate relationship between perceived safety culture and, 128–132
  process, 39, 46
ChatGPT, 10
Checklists, 119
Chief Executive Officers (CEOs), 123
Chief Financial Officers (CFOs), 124
Chief Nursing Officers (CNOs), 123, 127
Children with special healthcare needs
  analysis, 216
  background, 213–215
  case conference model, 214–215
  Eskenazi Health, 214
  findings, 216–223
  interview guide, 215–216
  methods, 215–216
  practice implications, 224–225
  strengths and limitations, 225
  study design and population, 215
Clinical decision support, 101–102
Clinical Excellence Research Center, The, 101
Clinical specialty, knowledge and awareness of current and future implementations overall and by, 104–105
Clinician/provider, 228–229
Community health improvement plans (CHIPs), 190
Community health needs assessments (CHNAs), 190
Complex adaptive systems (CASs), 20–21
Control, 14
  strategy, 11–12, 15–16
Coproduction of health framework
  advancing progress, 184–187
  coproduction of health research directions, 199–200
  crisis of disruption leading to coproduction of health solution, 189–191
  emerging coproduction of health framework, 191–193
  identification and dissolution of current health paradigm, 183–184
  implementing coproduction of health framework, 193–195
  organizational science theories underlying coproduction of health framework, 195–199
  population health framework as paradigm change precursor/enabler, 188–189
  resource dependency theory, 199
2019 Coronavirus Disease (SARS-CoV-2), 163
COVID–19, 157–158, 163, 173, 229
  crisis, 20
  financial performance for hospitals during, 145–146
  pandemic, 4–5, 8, 15, 78, 146, 155, 162, 183–184, 214, 222–223
Create, 12–13
  approach, 12
  strategy, 16–17, 22–23
Critical access hospitals (CAHs), 144–145

factors affecting operating results for, 150–152
margins, 152
Cross-disciplinary teams, 232–233
Culture change, 62
Culture of Health, 188
Culture–change initiatives, 68–69
Culture–change movement, 56–59

Decision-making process, 6–7
Defenders, 14–15
strategy, 11–12
Deoxyribonucleic acid (DNA), 79–80
metaphor, 81–83
Department of Health and Human Services, The, 172
Design process, 38
Dichotomy of social and technical strings, 81–82
Diffusion of innovation, 99–100
Diffusion of value-enhancing, 98–99
Digital communication, 186–187
Digital twin, 49
Digitalization, 10
Diseases, 168
Disproportionate share (DSH), 148
Disruption leading to coproduction of health solution, crisis of, 189–191
Double helix, 79–80
Dynamic capabilities, 15–16

Ebola, 168–171
Ebola Virus Disease (EVD), 163
Electronic health records (EHRs), 185–186
Emergency departments (EDs), 167–168
Emergency Management Program (EMP), 171–172
Emerging infectious disease (EID), 167–168
Enhanced health organizational structures, 186
Environmental uncertainty, model of strategic responses to, 22–23
Eskenazi Health, 214
case conferences, 214–215
European health observatory, 10
Exogenous uncertainty, 6
External uncertainty, 6

Family care partners, 231–232
fragmented policy landscape, 233–234
future of healthcare team, 234–235
team, 232–233
Family Caregiver Alliance, 232
Family caregivers, 233–234
Federal Emergency Management Agency (FEMA), 162–163
Federally Qualified Community Health Center (FQHC), 214
Fee-for-service (FFS), 112
Financial performance for all hospitals during COVID-19, 145–146
Fragmented policy landscape, 233–234
Future studies, 18–19
Futurescapes, 19

General practitioners (GPs), 21
Government Finance Officers Association, 156
Grand challenges, 4, 18
Grand health challenges, 182
Grassroots movement, 57
Great Recession, 34–35

Health Alert Network (HAN), 171
Health framework
emerging coproduction of, 191–193
implementing coproduction of, 193–195
organizational science theories underlying coproduction of, 195–199

Health in All Policies (HiAP), 188
Health information technology (HIT), 185–186
Health Information Technology for Economic and Clinical Health Act (HITECH Act), 185–186
Health Insurance and Portability and Accountability Act (HIPAA), 185–186, 234
Health Maintenance Organizations (HMOs), 194–195
Health paradigm, identification and dissolution of current, 183–184
Health policy transformations, 184–185
Health research directions, coproduction of, 199–200
Health Resources and Services Administration (HRSA), 62, 164–165
Health sector
  disruption, 190
  organizations, 186
Health solution, crisis of disruption leading to coproduction of, 189–191
Health system
  enhanced health organizational structures, 186
  examples of health systems' transitions and transformations, 184–187
  health management adapting to cultural shifts, 186–187
  health policy transformations, 184–185
  innovations, 199–200
  technological achievements, 185–186
Healthcare, 16, 30, 39, 119
  delivery process, 39–40
  future of healthcare team, 234–235
  management scholars, 12–13
  persisting uncertainty in, 8–10
  professionals, 98–99
  RPBS in practice in, 90–92
  systems, 185–186
Healthcare Emergency Medical Services (Healthcare EMS), 169
Healthcare organizations (HCOs), 5, 8–10, 12–13, 16, 18, 224
  organizational capabilities amid uncertainty, 15–18
  proposed strategies to embrace uncertainty, 13–15
  strategic responses to uncertainty, 10–13
  (un)certain future, 18–23
  uncertainty, 6–10
HealthPartners, 194–195
Healthy People initiatives, 183–184
Herfindahl–Hirschman Index (HHI), 148–150
High-cost healthcare delivery strategies, 37
High-Medicaid-census nursing homes, 57–58
  conceptual framework, 59–61
  methods, 61–66
  results, 66–68
High-Value Care Method Adoption Survey, 101
Highly infectious diseases (HIDs), 170–171
Hospital finances
  analysis, 148
  annual operating margins, 150
  factors affecting operating results for acute care hospitals, 152–155
  factors affecting operating results for CAHs, 150–152
  factors affecting operating results for SN Hospitals, 152
  financial outcomes, 147–148
  financial performance for all hospitals during COVID-19, 145–146
  hospital category variables, 147

limitations, 158
practice and policy implications, 155–156
sample characteristics, 148–150
SN and CAHs, 144–145
study data and methods, 146–148
study results, 148–155
theoretical implications, 156–158
Hospitals
bioterrorism sparks emergency readiness responses, 164–165
category variables, 147
Ebola, 168–171
key lessons learned for hospital administration preparedness, 173–174
MERS, 166–168
methods, 163
results, 164–174
SARS, 165–166
SARS-COVID-19, 171–173

Implementation strategies, 189
Improvements, 79
Incident Management System (IMS), 171–172
Inductive coding, 216
Information technology (IT), 90
Innovation adoption, 59, 71
Innovation and awareness of implementation, knowledge of, 100
Innovation diffusion, 99–101, 110
analysis, 103–104
background, 99–101
characteristics of new adopters, 100–101
diffusion of innovation, 99–100
knowledge and awareness of current and future implementations overall and by clinical specialty, 104–105
knowledge of innovation and awareness of implementation, 100
measures, 102–103
methods, 101, 104, 111
relationship between innovation diffusion scores and perceived value of AI assistance, 109–110
relationship of clinician characteristics with, 105–109
results, 104–110
sample, 102
survey administration, 102
survey development, 101–102
theory, 99–100
Institute of Medicine, 56–57
Institutional Review Board, 216
Institutional theory, 81–82, 196–197
literature, 84
Integrator model, 194–195
Isolation Communication Management System (iSOCOMS), 170–171

Joint Commission International (JCI), 119

Knowledge acquisition, 60
Knowledge and awareness of current and future implementations overall and clinical specialty, 104–105
Knowledge dissemination, 60
Knowledge management (KM) (*see also* Change management), 58, 60
activities, 69–70
index, 62–64
Knowledge of innovation and awareness of implementation, 100
Knowledge responsiveness, 60
Knowledge sharing mechanisms, 98–99

Knowledge-based view (KBV), 59
Kruskal–Wallis H test, 103–104

Leadership, 120–121
Lessons learned, 163, 166
Licensed practical nurses (LPNs), 65
Logistic regression
  models, 65
  results, 66
Long–term Care (LTC), 62

Malaria, 168–169
Management and Organizational Practices Survey (MOPS), 123–124, 135–136
Management practice, 134
Mann-Whitney *U*-test, 103–104
Medicaid waivers, 233–234
Medicaid-enrolled aging population, 59
Medicare Access and Chip Reauthorization Act (MACRA), 185–186
Medicare Cost Reports, 62
Medicare Payment Advisory Commission (MedPAC), 156
MERS, 166–168
Middle East Respiratory Syndrome Coronavirus (MERS-CoV), 163, 166–167
Missouri Department of Health and Senior Services, 40
Mobile radiation oncology, 40
  implementation of mobile radiation oncology unit, 39–45
  system, 44–45
Mobile radiation system, 43–44
Mobilize energy for change and empower others to act, 35–36
Model-based systems engineering (MBSE), 38
Modeling, 37
  and simulation techniques, 39
  techniques, 45
Modified MOPS, 125–126
Monte Carlo modeling, 40–41
Monte Carlo simulation, 37, 40, 46
Monte Carlo techno-economic feasibility simulations, 46

National health system, 187
National Hospital Flash Reports, 145–146
National Incident Management System (NIMS), 172–173
Network collaborations, 198–199
Network theory, 198–199
Nursing home (NH), 56–57, 60–61
  respondents, 66

Oncological care, 39
Operating room (OR), 119
Operational strategies, 194–195
Organizational behavior theories and models, 200
Organizational capabilities amid uncertainty, 15–18
  ambidexterity, 17–18
Organizational change, 79, 82
Organizational decision strategies, 198
Organizational DNA, 79
  applying RPBS in change practice, 93
  case study, 90–92
  change considered from perspective of RPBS, 87–90
  DNA as organizational metaphor, 80–81
  theory of, 79–81, 86
Organizational members in temporal work, ways to support, 20
Organizational science theory, 197
  institutional theory, 196–197
  network collaborations and network theory, 198–199
  socioeconomic model, 197–198
  underlying coproduction of health framework, 195–199

Organizations, 12, 234–235
theorists, 14–15
ways to build systems thinking in, 21–22

Paradigm change precursor/enabler, population health framework as, 188–189
Parent liaisons, 213, 215, 227–228
Parent-to-parent support, 213
Patient Protection and Affordable Care Act (PPACA), 186, 190
Perceived safety culture
association between change management practice and, 137
bivariate relationship between change management practice and, 128–132
Person-centered care for aging strategies, 71
Person-centered individualized care, 57
Physical action support, 101–102
Policies, 233–234
Policymakers, 234–235
Population Health Alliance (PHA), 189
Population Health Management framework, 189
Population health framework as paradigm change precursor/enabler, 188–189
Population health management strategies, 189
Population health models, 188–189
Potential solutions, 78–79
Primary care organization, 17
Principles and beliefs, 87
Probability-based approach, 40
Prospector strategy, 12
Psychological safety, 20

Quadruple Aim, 16–17, 188
Qualitative interviews, 216
Quality health care, 232–233

Radiation oncology machines, 39
Reactors, 14–15
strategy, 11–12
Reasoned action approach theory, 41–42
Registered nurses (RNs), 65
Reinforcement, sustain and monitor momentum through short-term wins and, 36
Religious institutions, 31
Renewals, 79, 89–90
Research, 224
Resident choice, 57
Resource dependency theory, 157, 199
Resource-based theories, 157
Resource-based view (RBV), 62–64
of firm, 157
Routines, 79, 83
Routines, Principles, and Beliefs (RPBs), 79–81, 85–86
change considered from perspective of, 87–90
in change practice, 93
ladders, 86
in practice in healthcare setting, 90–92
Rural communities, 30–32
Rural healthcare change management, systems engineering to advance, 36–39
Rural healthcare organizations, 33, 35
approach closure, 34–35
grand challenges, 32–33
Rural healthcare provider's grand challenges, 31–32
'Rural patients' grand challenges, 30–31
Rural residents, 31

Safe healthcare systems, 118
Safe Procedure Review (SPR), 122
Safe Surgery Checklist, The, 121–122, 133

association between change management practice and perceived safety culture, 137
bivariate relationship between change management practice and perceived safety culture, 128–132
data analysis, 124–127
descriptive changes in safety culture, 128
implementation, 122
measures, 123–124
methods, 122–127
results, 127–133
sample and data collection, 122–123
sample characteristics, 127–128
setting, 122
theoretical background, 120–122
Safe Surgery Saves Lives, 119
Safe Surgery South Carolina, 122
Safe Surgical Practice Survey, 123, 135–136
Safety, 135
Safety culture, 118
descriptive changes in, 128
Safety–net hospitals (SN hospitals), 144–145
SARS, 165–166
SARS-CoV, 167
SARS-COVID-19, 171–173
Secondary datasets, 62
Seizing, 16
Severe Acute Respiratory Syndrome (SARS-CoV-1), 163
Short-term wins and reinforcement, sustain and monitor momentum through, 36
Simulation, 37
assessing opportunity/problem motivating change, 34
formulating and communicating clear, compelling vision, 35
grand challenges contribute to change management challenges, 33
implementation of mobile radiation oncology unit, 39–45
implications, 46–49
mobilize energy for change and empower others to act, 35–36
modeling, 49
rural healthcare organization's grand challenges, 32–33
rural healthcare provider's grand challenges, 31–32
rural patients' grand challenges, 30–31
select and support guiding coalition, 34–35
sustain and monitor momentum through short-term wins and reinforcement, 36
using systems engineering to advance rural healthcare change management, 36–39
techniques, 45
SN Hospitals, factors affecting operating results for, 152
Social determinants of health (SDOH), 212
Social DNA strings, 79–80
Social string, 81
Socio-technical literature, 86
Socioeconomic model, 197–198
Socio–technical systems (STS), 79
Spanish flu, 163
State uncertainty, 8
Strategic management, 13
Structuration theory, 120–122
Surgical safety checklists, 119
Sustainable strategies, 19
System of-systems (SoS), 36–37
Systems engineering, 38
to advance rural healthcare change management, 36–39
Systems modeling
for healthcare, 40

methodology, 45
Systems thinking, 36–37

Team, 232–233
Technical DNA strings, 79–80
Technical string, 81
Technology-enhanced workflow, 186
Temporal work, ways to support organizational members in, 20
Theory of Planned Behavior (TPB), 41–42
research design, 43
Total Design Method, 61–62
Traditional healthscape, 190
Transcriptions, 216
Transformations, 79, 87–90
Triple Aim model, 188
Trust, 233
Tuberculosis, 168

(Un)certain future, 18–23
applying systems thinking and management, 20–22
future work, 18–20
model of strategic responses to environmental uncertainty, 22–23
ways to build systems thinking in organization, 21–22
ways to support organizational members in temporal work, 20
Uncertainty, 6–10
adapt, 12
from adapting to creating, 15
control, 11–12
from controlling to adapting, 14–15
create, 12–13
as given environmental feature, 7–8
healthcare organizations, 12–13
persisting uncertainty in health care, 8–10
proposed strategies to embrace, 13–15
strategic responses to, 10–13
US healthcare environment, 212
US system of healthcare, 183

"Value-based" payment systems, 157
Veterans Health Administration, 157–158
Volatile, uncertain, complex, and ambiguous (VUCA), 18
Voluntary incident reporting system (VIRS), 90–91

Washington State data, 147–148
Wicked problems, 182
Workforce
operations improvements, 186
redesign, 57
World Health Organization (WHO), 10, 119, 165
Safe Surgery Checklist, 122
World Management Survey (WMS), 123–124