

# Patients Come Second: Leading Change by Changing the Way You Lead

## PATIENTS PAUL SPIEGELMAN COME BRITT BERRETT SECOND



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# Patients Come Second Leading Change By Changing The Way You Lead

**Brendan G. Carr**



## **Patients Come Second Leading Change By Changing The Way You Lead:**

Patients Come Second Spiegelman Paul, Berrett Britt, 2018-08-21 Americans enjoy the finest healthcare delivery system in the world but most people will tell you that we still have a long way to go Far too frequently patients leave the doctor's office or hospital feeling confused angry or neglected Healthcare leaders recognize this problem but in their focus on patients and sometimes financials they often overlook the true key to lasting patient loyalty and satisfaction their employees Patients Come Second shakes up the traditional healthcare model arguing that in order to care for and retain patients leaders must first create exceptional teams and find ways to engage nurses administrative staff physicians supervisors and even housekeeping staff and switchboard operators By connecting employees work with a higher purpose and equipping them with the tools to become leaders themselves patient care can be dramatically transformed And with continuing healthcare changes on the horizon and ever rising pressure to acquire and keep patients doing so now is more important than ever Britt Berrett president of an 898 bed hospital and Paul Spiegelman founder and CEO of a successful patient experience company are the perfect guides to the changes needed in healthcare leadership With a rich combined experience in their field they have filled each chapter with an abundance of engaging insightful stories and write with a humor and friendliness that balances and enhances the urgency of their message

**Introduction to Health Care Services: Foundations and Challenges** Bernard J. Healey, Tina Marie Evans, 2014-12-31 A comprehensive guide to the structure synergy and challenges in U S health care delivery Introduction to Health Care Services Foundations and Challenges offers new insights into the most important sectors of the United States health care industry and the many challenges the future holds Designed to provide a comprehensive and up to date understanding of the system this textbook covers the many facets of health care delivery and details the interaction of health environments organizations populations and the health professions Written by authors with decades of experience teaching and working in health care administration and management the book examines the current state and changing face of health care delivery in the United States Each chapter includes learning objectives and discussion questions that help guide and engage deeper consideration of the issues at hand providing a comprehensive approach for students Cases studies demonstrating innovations in the delivery of health care services are also presented Health care administration requires a thorough understanding of the multiple systems that define and shape the delivery of health care in the United States At the same time it is important for students to gain an appreciation of the dilemma confronting policy makers providers and patients in the struggle to balance cost quality and access Introduction to Health Care Services Foundations and Challenges is an in depth examination of the major health care issues and policy changes that have had an impact on the U S health care delivery system Includes information on U S health care delivery from care to cost and the forces of change Focuses on major industry players including providers insurers and facilities Highlights challenges facing health care delivery in the future including physician shortages quality care and the chronic disease epidemic The U S

health care system is undergoing major reform and the effects will ripple across every sector of the industry

**Introduction to Health Care Services Foundations and Challenges** gives students a complete introduction to understanding the issues and ramifications

**The Million Dollar Greeting** Dan Sachs, 2018-09-13 Interviews with innovative business leaders and compelling case studies reveal today's best practices for customer and employee loyalty, high profits and sustainability and a fulfilling work culture in businesses of all sizes Dan Sachs guides established and emerging businesses as they strengthen employee morale, customer retention and profits

In **The Million Dollar Greeting** he interviews cutting edge leaders from large and small companies that are consistently profitable with their success directly tied to exceptional customer satisfaction and employees who rank their company among the top places to work The original words of the business owners including their practices are shared and analyzed by Sachs and instructional takeaways are written for the business world as it exists today and with consideration for expected changes over the coming years Topics covered include answering the question of what modern day customer service is and why it matters in the digital age what interpersonal practices lead to brand loyalty, high financial rewards and the retention of top employees how to create a dynamic work culture and the best ways to support employees of different age groups and what practices will grow increasingly critical for businesses to implement over the coming years Among the business leaders interviewed in the book and companies given as case examples are Rob Siefer of Zappos, Mark Hoplamazian of Hyatt Hotels, Ari Weinzweig of Zingerman's Delicatessen, Steve Hindy of Brooklyn Brewery, Mike McDerment of FreshBooks, Richard Coraine of Union Square Hospitality Group, Paul Speigelman of BerylHealth, Jerrod Melman of Lettuce Entertain You Enterprises, Nick Sarillo of Nick's Pizza Pub For all entrepreneurs, managers and employees eager to see their company thrive, this insightful volume reveals how to make your business stand out from competitive companies, how to be effective in your position and how to make sure fulfillment and success define your business in today's competitive climate and for years to come

**Principles of Healthcare Leadership** Bernard Healey, 2017-06-22 Instructor Resources, Test bank, PowerPoint slides and answers to end of chapter discussion questions

In healthcare, strong leadership is crucial Today's volatile and ever-changing environment calls for a new set of leadership skills As cost reduction, quality improvement and management of scarce resources become increasingly important, healthcare leaders must know how to build a positive culture, manage change and conflict, establish trust, promote creativity and innovation and empower every staff member in their organization to succeed **Principles of Healthcare Leadership** provides complete coverage of the topics most vital to the success of a healthcare leader Beginning with foundational leadership theory including a discussion of power and influence, the book then explores distinct leadership styles and skills, the importance of organizational culture, building and strategies for leading people in healthcare delivery Additional key topics include Creativity and innovation, Entrepreneurship, Trust, Change and conflict, Leadership development and trends, Team performance

End of chapter summaries and discussion questions allow students to review and apply each chapter's concepts while they learn Five

comprehensive leadership case studies provide opportunities to integrate and apply skills featured in the book *The future of healthcare is now* and this book will guide leaders current and future as they manage daily change and growth in their redesigned healthcare organization *Reigniting Employee Engagement: A Guide to Rediscovering Purpose and Meaning in Healthcare* Tom Atchison, EdD, 2021-10-23 Many organizations know employee engagement is essential to success but few approach it in the right way Bonuses thank you notes employee of the month awards and similar initiatives may produce temporary boosts in morale but do not build a long term culture of true engagement *Reigniting Employee Engagement A Guide to Rediscovering Purpose and Meaning in Healthcare* presents a simple model for creating sustainable employee engagement now more elusive than ever because of ongoing changes in healthcare delivery Rising caregiver burnout is an especially critical issue and this book provides a method for refocusing on basic human needs to reenergize the healthcare workforce Author Tom Atchison explores the psychology of why and how people commit to their work while debunking many myths such as money being the best motivator Each chapter features an interview with a successful healthcare executive who offers perspective and advice on how best to approach employee engagement These performance profiles allow readers to see how the book's model applies to real world scenarios in healthcare Topics covered in this book include Worker values meaning and purpose Leadership's role in employee engagement The importance of corporate culture Proven motivation techniques Strategies doomed to fail Employee engagement is not as simple as telling someone they have done a good job Meaning and purpose are the most powerful motivators in healthcare The key is helping professionals to rediscover their passion for patient care and to remember what originally led them to their calling This book shows the way *The Simple Truths About Leadership* Larry Peters, 2019-01-10 In the middle of the last decade businesses have suffered serious harm due to the world wide economic slowdown great recession geopolitical tensions and conflicts and the very unpredictable nature of our government In the process of staying the course many business leaders have made a number of decisions and have taken a number of actions that have done harm to their relationships with their own employees The resultant psychological contract told employees that their leaders were in it for themselves for owners and stockholders for positive reports from Wall Street for their customer base for every stakeholder group other than the people who work there This book offers a road map for creating a more engaged committed workforce by adopting and maintaining a People Centric culture After describing why commitment and engagement are so important today the author speaks to how mindsets that reflect an older business reality need to change before any sustainable change in behavior and work culture can occur This book underscores the role that leaders need to play by embracing 10 Simple Truths that underlie long term sustainable business success Some argue that we may be approaching the next recession and it is in those down times that businesses will need their people most Now is the time for leaders to proactively start earning that support and turn their people into their partners rather than just their hired hands With a case study that describes a true People Centric leader and that demonstrates what it takes

to lead a culture change this book is a call to action for leaders everywhere to become a People Centric leader to earn the right to lead others toward this end and to align their company culture with the mindset and capabilities needed to produce and sustain long term business success If you are not getting the best from your people read this book with the goal of turning that around You will find it to be a good blueprint for leaders who attempt to create a more People Centric culture

**Health Services Management** Zachary Pruitt, 2024-10-22 Develop the Skills to Become an Effective Health Services Manager Designed for current and future health services managers this accessible and engaging text blends foundational management competencies with career building insights The book dives into all the core health management domains including leadership ethics population health finance HR project management and more with examples drawn from diverse healthcare settings Professional reflections and career content help readers build both confidence and empathy in their journey toward impactful and valuable careers Key Features Integrates core management functions with evolving topics like professionalism community collaboration evidence based management and health equity Equips students and professionals with the necessary skills and mindset to succeed in real world health services management roles Career boxes development reflection prompts and more than 30 informational interviews guide students toward professional growth and applied learning Written with Generation Z learners in mind by an expert committed to education and the future of healthcare leadership Instructor Resources include an Instructor's Manual PowerPoint slides a Test Bank and more Essential Operational Components for High-Performing Healthcare Enterprises Jonathan Burroughs, 2018-08-21 The future of healthcare is clear The move toward value based care is happening at an unprecedented rate and requires healthcare enterprises to build delivery models that focus on clinical and business outcomes not on volume This shift requires a new infrastructure that supports the digitization standardization commoditization and globalization of the healthcare industry In Essential Operational Components for High Performing Healthcare Enterprises Jon Burroughs and other nationally respected experts highlight the operational building blocks necessary to engage align and transform healthcare organizations into integrated delivery systems capable of delivering population healthcare outcomes in new ways They must marshal cutting edge tools including cloud based data storage disruptive innovation technologies and strategic partnerships that span the globe This forward thinking book defines the fundamental operational components for achieving success in a value based world including Collaborative leadership skills Governance competencies Rapidly evolving clinical and executive roles Dynamic strategic planning and contracting Models of clinical integration and alignment that are capable of managing actuarial risk Seamless transmission of cloud based health information through global health information exchanges Predictive business and clinical analytics to manage actuarial risk and population healthcare outcomes A population health infrastructure to support the cost effective redistribution of resources Other industries have undergone a similar transformation now healthcare the most complex industry of all must complete these changes to excel in the new global

marketplace This book shows the way Challenges and Opportunities in Healthcare Leadership Angela Lampe, Cindy Costanzo, William Leggio, Timothy C. Guetterman, 2023-01-01 Leaders in healthcare today face many challenges ranging from managing interprofessional teams and teamwork to payment reform to tackling issues such as homelessness and the opioid crisis Leaders have access to depth of information and resources to help them solve these complex and real world problems However it is our belief that given the complexities of healthcare there is value in sharing and learning from those who have first hand experience with interprofessional leadership in healthcare Challenges and Opportunities in Healthcare Leadership Voices from the Crowd in Today's Complex and Interprofessional Healthcare Environment is a volume in a book series titled Contemporary Perspectives in Business Leadership In this book authors share their true authentic reflections and professional stories describing the lived experiences of the author leaders and how the experience changed the author leaders approach as an interprofessional leader Each chapter includes a 1 story about the topic and the lived experience 2 perspectives and 3 lessons of the author's Additionally scholarly commentary and discussion questions included within each chapter create opportunity for application to leadership theories and strategies as well as allow for reflection and further dialogue on the topic The intended audience is broad including faculty and students in institutions of higher education interprofessional healthcare team leaders and members and other healthcare stakeholders who have experience in interprofessional healthcare leadership The book is applicable for leadership growth and development at a personal group or organizational level

**Person-centred Health Care** Stephen Buetow, 2016-06-10 Person centred health care is increasingly endorsed as a key element of high quality care yet in practice it often means patient centred health care This book scrutinizes the principle of primacy of patient welfare which although deeply embedded in health professionalism is long overdue for critical analysis and debate It appears incontestable because patients have greater immediate health needs than clinicians and the patient clinician encounter is often recognized as a moral enterprise as well as a service contract However Buetow argues that the implication that clinician welfare is secondary can harm clinicians patients and health system performance Revaluing participants in health care as moral equals this book advocates an ethic of virtue to respect the clinician as a whole person whose self care and care from patients can benefit both parties because their moral interests intertwine and warrant equal consideration It then considers how to move from values including moral equality in health care to practice for people in their particular situations Developing a genuinely inclusive concept of person centred care accepting clinicians as moral equals it also facilitates the coalescence of patient centred care and evidence based health care This reflective and provocative work develops a constructive alternative to the taken for granted principle of primacy of patient welfare It is of interest to students and academics in the health and caring sciences philosophy ethics medical humanities and health management

**Implementation of Personalized Precision Medicine** William P. Stanford, Laura Kelly, 2024-11-22 Implementation of Personalized Precision Medicine Expanding the Clinical Vision towards Prevention Early Detection and

Precision Treatment of Disease to Drive Extended Healthspan establishes the landscape of precision medicine as it stands in relation to implementation of individualized approaches based on the patient's unique genomic and biochemical make up to facilitate prevention early detection and personalized interventions This reference details how these lofty goals are now achievable with the science of today and tomorrow and provides the context and blueprint allowing researchers and clinicians to avoid and more effectively treat complex chronic disease At the heart of precision medicine lies one concept that has been missing from modern medicine the unique genetic and biochemical make up of each individual patient Uniquely organized this reference reflects this concept and provides insights into patient constitution genetic inherited risk current epigenetic modifications and current biochemical state making this reference valuable to researchers and science minded providers who modified reverse or prevent disease progression Explores the expanding paradigm of Precision Medicine application highlighting full personalization in precision medicine Explores the gap between precision medicine implementation and medical policy showing the integration and implementation of technologies in primary care for chronic disease Provides fresh viewpoints and perspectives for researchers and science minded providers on the forefront of implementation to be informed of the best available tools and approaches for each individual patient **The Excellence**

**Dividend** Tom Peters, 2018-04-03 Brilliantly simple actionable guidelines for success that any business leader can immediately implement Tom Peters new book is a bundle of beautiful dynamite While I've been a CEO for 30 years I still learned much worth knowing from The Excellence Dividend You will too John C Bogle founder Vanguard For decades Tom Peters has been preaching the gospel of putting people first and in today's rapidly changing business environment this message is more important than ever With his unparalleled expertise and inimitable charisma Peters provides a roadmap for you and your organization to thrive amidst the tech tsunami and he has a lot of fun doing it The Excellence Dividend is an important new book from one of today's greatest business thinkers [Book Club Reboot](#) Sarah Ostman, Stephanie

Saba, 2019-03-25 Is your book club feeling stale or uninspired Has attendance dropped or are you struggling to keep your patrons engaged What you need is a reboot This resource published in cooperation with ALA's Public Programs Office profiles dozens of successful book clubs across the country **Re-humanizing Medicine** David R. Kopacz, 2014-11-28 What starts as personal dissatisfaction in the workplace can become personal transformation that changes clinical practice and ultimately changes the culture of medicine Physicians and professionals train extensively to relieve suffering Yet the systems they train and practice in create suffering for both themselves and their clients through the neglect of basic human needs True healthcare reform requires addressing dehumanization in medicine by caring for the whole person of the professional and the patient Re humanizing Medicine provides a holistic framework to support human connection and the expression of full human being of doctors professionals and patients A clinician needs to be a whole person to treat a whole person thus the work of transformation begins with clinicians As professionals work to transform themselves this will in turn transform their



clinical practices and healthcare institutions      *The EQ Prescription* Mickey Lebowitz, 2025-10-07 Health care professionals clinicians nurses students have dedicated countless hours to and made endless sacrifices for their careers yet too many face dissatisfaction and exit early due to the overwhelming pressures of the system many of which are out of their control Unfortunately standard healthy habits like eating and sleeping well and exercising aren't enough The remedy Putting yourself first using *The EQ Prescription* Dr Mickey Lebowitz a certified endocrinologist and emotional intelligence expert offers and guides you through a transformative groundbreaking concept the Emotional Intelligence EQ Zone This framework provides practical easy to use strategies that can be utilized in real time especially when the heat is on and is designed to help you navigate the high stress demands of health care allowing you to stay emotionally and physically well so you can be your best and give your best The benefits are enormous greater job fulfillment better patient satisfaction and outcomes enhanced leadership and reduced risk of malpractice and burnout If you're ready to thrive in health care managing yourself through its inescapable pain points while delivering exceptional patient care and deservedly enjoying both your professional and personal life *The EQ Prescription* is written for you      *Patients Come Second* Britt Berrett, Paul Spiegelman, 2013 In this provocative approach to increasing patient loyalty and satisfaction the authors argue that in order to care for and retain patients leaders in healthcare must first find ways to engage nurses administrative staff physicians supervisors and even house keeping staff and switchboard operators      Совершенство сейчас: Как гуманный менеджмент делает бизнес сильнее Том Питерс, 2023-01-13 COVID 19 75      **Pourquoi et comment rendre visible l'humanisation des soins infirmiers par le Caring** Daphney St-Germain, 2024-04-25 Il ne se passe des mois voire des jours sans qu'il ne soit question d'accidents ou d'incidents préoccupants qui surviennent dans le système de soins de santé et dont la population est victime En y regardant de plus près ces événements insurmontables l'on voit souvent le voile sur une forme de déshumanisation insidieuse existant comme risque latent dans le système des soins et des services Par ailleurs il ne se passe non plus des mois voire des jours sans qu'il ne soit aussi question des infirmières de leur travail de leurs conditions de travail de leur formation ou de leur présence en milieu hospitalier Pourtant comme professionnelles de la santé il est proclamé que Les infirmières sauvent des vies Pour l'heure est ce que l'on sait réellement le pourquoi le comment et quel prix dans les conditions actuelles du système cela se produit il Reconnaître l'humanisme inhérent au prendre soin la valeur ajoutée de la qualité de présence l'autre qui permet de mieux comprendre ses besoins partager et solliciter sa participation dans son épisode de soins peut fournir des pistes de réflexion utiles Ces pistes fondées sur des écrits mettent de l'avant une humanisation des soins qui se construit notamment lorsqu'il y a cohérence entre l'essence de la pratique infirmière l'organisation des soins et un environnement de travail sain Un Caring infirmier visible et mesuré par des outils holistiques qui vont réellement inscrire le système dans un processus d'amélioration continue de la qualité des soins et une sécurité durable qui bénéficiera autant à l'infirmière clinicienne au système qu'à la personne soignée et ses proches Ce livre tire son originalité d'un argumentaire proposant un pragmatisme lié à une humanisation

des soins incontournable pour atteindre des objectifs de performance long terme dans un système de soins Destin aux étudiants et étudiantes en sciences infirmières de tous les cycles universitaires il regroupe une documentation fondamentale fort pertinente aussi pour toute infirmière en formation continue Des notions telles que le professionnalisme l'amélioration continue de la qualité des soins infirmiers la sécurité durable des patients l'expérience patient et la gestion de l'innovation en milieu clinique comme en gestion viennent notamment soutenir le modèle proposé de Dynamique de gouvernance renouvelée par la gestion humaniste de projets Au Québec comme ailleurs dans le monde ce volume peut répondre aux enjeux qui entourent une pratique clinique générale une pratique infirmière avancée ainsi que le développement de nouvelles connaissances par la recherche infirmière

Collaborateurs Mamane Abdoulaye Samri Lynda B langer Sarah Drolet et Michèle Ricard

Engagement et leadership en santé Loïc MARTIN, 2024-05-14

Fort de différentes initiatives comme la création d'un DU leadership en santé l'université Claude Bernard Lyon 1 la mise en œuvre d'un module leadership proposé par l'ARS [https://www.has-sante.fr/jcms/c\\_2852414/fr/module\\_leadership\\_le\\_developpement\\_d\\_une\\_chaire\\_leadership\\_development\\_l\\_ehdec](https://www.has-sante.fr/jcms/c_2852414/fr/module_leadership_le_developpement_d_une_chaire_leadership_development_l_ehdec) Business School Roubaix ou encore d'un colloque ManagerSanté car s'il y a quelques années l'ensemble des encadrants médicaux et paramédicaux est de plus en plus intéressé à se former la gestion des problématiques en lien avec le management dans le secteur de la santé Sur l'engagement et le leadership cet ouvrage propose 15 chapitres chacun rédigé par un ou des auteurs engagés dans ladite thématique

- 1 Regard philosophique
- 2 Point de vue de la direction générale d'un centre hospitalier universitaire
- 3 Regard d'une coordinatrice générale des soins directrice des soins
- 4 Trois regards sur les recherches en soins et les sciences infirmières
- 5 Quels points de vue chez les infirmières de pratique avancée
- 6 Positionnement des trois associations professionnelles
- 7 L'engagement dans la vie publique et politique
- 8 Point de vue de deux enseignants chercheurs
- 9 Regards médicaux et stratégiques
- 10 Regard d'un binôme managérial chef de service cadre de santé d'un centre hospitalier universitaire
- 11 Point de vue international
- 12 Formations et universitarisation
- 13 éclairage du leadership sous l'angle de l'intelligence artificielle
- 14 Double regard de l'entrepreneuriat en santé
- 15 Rseaux et médias en santé

Chaque chapitre est introduit par la présentation de l'auteur sous forme de mini curriculum vitae Le recueil des 27 textes permet de donner un point de vue singulier une ou deux voix sur trois orientations très engageantes et engage leadership c'est quoi pour vous concrètement comment le leadership se caractérise quels sont ses fondements ses attributs au regard de son orientation professionnelle La conclusion de cet ouvrage reprend les éléments saillants de chaque texte et offre une synthèse des différents attributs constituant le leadership en santé

Coordonné par Loïc Martin cet ouvrage est donc un support de référence flexible pour ceux qui cherchent des pistes sur les défis soulevés dans leur fonction d'encadrement

Loïc Martin Infirmier maître de conférences en sciences infirmières UFR Santé Laboratoire Cirnef UR 7454 Université Rouen Normandie Auteur confrencier formateur consultant

*Il momento dell'eccellenza* Tom Peters, 2021-10-06T00:00:00+02:00

Da quando quasi quarant'anni fa ha rivoluzionato il mondo del business con il libro *Alla ricerca dell'eccellenza* Tom Peters non ha mai smesso per un istante

di portare avanti le sue ricerche sul management e sull'eccellenza aziendale. Con *Il momento dell'eccellenza* prosegue la riflessione su alcuni dei temi a lui più cari e traccia una nuova strada per mettere in atto, sul serio, i cambiamenti più che mai necessari in quest'epoca di tumulti e incertezze sociali, sanitarie ed economiche. Un manifesto per una nuova concezione del lavoro e delle organizzazioni con al centro le persone e la comunità e per una leadership empatica e illuminata. Attraverso suggerimenti in pillole, intuizioni spesso illuminanti, prelevati da alcuni dei più grandi pensatori e studi condotti in quarant'anni di ricerche, Tom Peters costruisce in quello che ha dichiarato essere il suo ultimo libro un testamento spirituale per le generazioni chiamate a costruire un mondo migliore.

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## Patients Come Second Leading Change By Changing The Way You Lead Introduction

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