



After Restructuring: Empowerment Strategies at Work in America's Hospitals

Thomas G. Rundall, David B. Starkweather, Barbara R. Norrish

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Managing Change

An in depth treatment of organizational change in hospitals. After Restructuring provides a mother-lode of insights and lessons that will be mined for years. A must read for all those committed to improving hospital performance in a radically changing health care system.

--Stephen M. Shortell, Blue Cross distinguished professor of health policy and management professor of organization behavior, School of Public Health, University of California, Berkeley

After Restructuring debunks the myths surrounding hospital change and offers insightful and practical recommendations for successful restructuring. This valuable book is based on the work of a team of health services researchers headed up by Thomas Rundall, director of the Center for Health Management Studies at the University of California, Berkeley. The book reports the results of a three year study of nine hospitals, an unaffiliated group of facilities in urban, rural, and suburban regions that received funding from The Robert Wood Johnson Foundation and the Pew Charitable Trust to restructure patient care processes.

The authors present a framework for understanding organizational change and define the principles that guide change facilitators through the five stages of change--readiness to change, awareness of the need to change, identification and selection of changes, implementation, and institutionalization of changes. The standards derived from the change experiences of these hospitals provide important best practice guidelines.

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