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### KEY=DOENT - BRYAN DELGADO

**Hospital Capacity Management Insights and Strategies** CRC Press *Hospital Capacity Management: Insights and Strategies* details many of the key processes, procedures, and administrative realities that make up the healthcare system we all encounter when we visit the ED or the hospital. It walks through, in detail, how these systems work, how they came to be this way, why they are set up as they are, and then, in many cases, why and how they should be improved right now. Many examples pulled from the lifelong experiences of the authors, published studies, and well-documented case studies are provided, both to illustrate and support arguments for change. First and foremost, it is necessary to remember that the mission of our healthcare system is to take care of patients. This has been forgotten at times, causing many of the issues the authors discuss in the book including hospital capacity management. This facet of healthcare management is absolutely central to the success or failure of a hospital, both in terms of its delivery of care and its ability to survive as an institution. Poor hospital capacity management is a root cause of long wait times, overcrowding, higher error rates, poor communication, low satisfaction, and a host of other commonly experienced problems. It is important enough that when it is done well, it can completely transform an entire hospital system. Hospital capacity management can be described as optimizing a hospital's bed availability to provide enough capacity for efficient, error-free patient evaluation, treatment, and transfer to meet daily demand. A hospital that excels at capacity management is easy to spot: no lines of people waiting and no patients in hallways or sitting around in chairs. These hospitals don't divert incoming ambulances to other hospitals; they have excellent patient safety records and efficiently move patients through their organization. They exist but are sadly in the minority of American hospitals. The vast majority are instead forced to constantly react to their own poor performance. This often results in the building of bigger and bigger institutions, which, instead of managing capacity, simply create more space in which to mismanage it. These institutions are failing to resolve the true stumbling blocks to excellent patient care, many of which you may have experienced firsthand in your own visit to your hospital. It is the hope of the authors that this book will provide a better understanding of the healthcare delivery system. **Handbook of Systems and Complexity in Health** Springer Science & Business Media This book is an introduction to health care as a complex adaptive system, a system that feeds back on itself. The first section introduces systems and complexity theory from a science, historical, epistemological, and technical perspective, describing the principles and mathematics. Subsequent sections build on the health applications of systems science theory, from human physiology to medical decision making, population health and health services research. The aim of the book is to introduce and expand on important population health issues from a systems and complexity perspective, highlight current research developments and their implications for health care delivery, consider their ethical implications, and to suggest directions for and potential pitfalls in the future. **Hospital Operations Principles of High Efficiency Health Care** Pearson Education "In *Hospital Operations*, two leading Operations Management experts and five practicing clinicians demonstrate how to apply new OM advances and metrics to substantially improve any hospital's performance. Replete with examples, *Hospital Operations* shows how to generate principles-driven breakthrough ideas to systematically improve emergency departments, operating rooms, nursing units, and diagnostic units." -- Back cover **Hospital Prospective Payment System Hearing Before the Subcommittee on Health of the Committee on Finance, United States Senate, Ninety-eighth Congress, First Session** **The Coordination of European Public Hospital Systems Interests, Cultures and Resistance** Springer This book engages theoretically and empirically with the unprecedented wave of public management reforms in public hospitals in Europe in the past 25 years. It provides a useful overview of these reforms and studies the way in which they have influenced the ability of national policy-making institutions to co-ordinate the system of public hospitals as a whole. Using a comparative structure, as well as original empirical data collected by the author, the book examines case studies on which little has so far been published for an international audience in English. **Hospital Administration from the perspective of Non Medical Executives** **The Unsung Heroes** Blue Rose Publishers **Transportation Systems Management Implementation and Impacts : Final Report Oversight of Department of Defense Hospital and Medical Supply System Hearing Before the Subcommittee on Oversight of Government Management of the Committee on Governmental Affairs, United States Senate, One Hundred Second Congress, First Session, December 5, 1991** **Health Financing Hearings Before the Subcommittee on Health and the Environment of the Committee on Energy and Commerce, House of Representatives, Ninety-ninth Congress, First Session, on Health Planning Program and Capital Policy, May 3, 1985; Medicaid Community Care Waiver, June 25, 1985; Deficit Reduction Proposals: Part B of Medicare--H.R. 2293, H.R. 2864, H.R. 2342, H.R. 2807, and H.R. 2703, July 17, 1985** **Healthcare Administration: Concepts, Methodologies, Tools, and Applications** IGI Global As information systems become ever more pervasive in an increasing number of fields and professions, workers in healthcare and medicine must take into consideration new advances in technologies and infrastructure that will better enable them to treat their patients and serve their communities. *Healthcare Administration: Concepts, Methodologies, Tools, and Applications* brings together recent research and case studies in the medical field to explore topics such as hospital management, delivery of patient care, and telemedicine, among others. With a focus on some of the most groundbreaking new developments as well as future trends and critical concerns, this three-volume reference source will be a significant tool for medical practitioners, hospital managers, IT administrators, and others actively engaged in the healthcare field. **Veterans' Administration's Decentralized Hospital Computer Program Hearing Before the Subcommittee on Hospitals and Health Care of the Committee on Veterans' Affairs, House of Representatives, One Hundredth Congress, First Session, April 8, 1987** **Systems Theory and the Sociology of Health and Illness** **Observing Healthcare** Routledge Modern societies and organizations are characterized by multiple kinds of observations, systems, or rationalities, rather than singular identities and clear hierarchies. This holds true for healthcare where we find a range of different perspectives - from medicine to education, from science to law, from religion to politics - brought together in different types of arrangements. This innovative volume explores how this polycontextuality plays out in the healthcare arena. Drawing on systems theory, and Luhmann's theory of social systems as communicative systems in particular, the contributors investigate how things - drugs, for example - and bodies are observed and constructed in different ways under polycontextual conditions. They explore how the different types of communication and observation are brought into workable arrangements - without becoming identical or reconciled - and discuss how health care organizations observe their own polycontextuality. Providing an analysis of healthcare structures that is up to speed with the complexity of healthcare today, this book shows how society and its organizations simultaneously manage contexts that do not fit together. It is an important work for those with an interest in health and illness, social theory, Niklas Luhmann, organizations and systems theory from a range of backgrounds including sociology, health studies, political science and management. **Computerworld** For more than 40 years, Computerworld has been the leading source of technology news and information for IT influencers worldwide. Computerworld's award-winning Web site (Computerworld.com), twice-monthly publication, focused conference series and custom research form the hub of the world's largest global IT media network. **Health Professions Education A Bridge to Quality** National Academies Press The Institute of Medicine study *Crossing the Quality Chasm* (2001) recommended that an interdisciplinary summit be held to further reform of health professions education in order to enhance quality and patient safety. *Health Professions Education: A Bridge to Quality* is the follow up to that summit, held in June 2002, where 150 participants across disciplines and occupations developed ideas about how to integrate a core set of competencies into health professions education. These core competencies include patient-centered care, interdisciplinary teams, evidence-based practice, quality improvement, and informatics. This book recommends a mix of approaches to health education improvement, including those related to oversight processes, the training environment, research, public reporting, and leadership. Educators, administrators, and health professionals can use this book to help achieve an approach to education that better prepares clinicians to meet both the needs of patients and the requirements of a changing health care system. **Modern Healthcare IT Governance in Hospitals and Health Systems** HIMSS "Without a governance structure, IT management at many hospitals and health systems is a haphazard process that typically results in late, over budget projects and, ultimately, fragmented systems. IT Governance in Hospitals and Health Systems offers a practical 'how to' guide to creating an information technology governance structure that ensures that IT projects supporting a hospital's or health system's strategy are completed on time and on budget..."--Back cover. **Lean Daily Management for Healthcare A Strategic Guide to Implementing Lean for Hospital Leaders** CRC Press You likely don't need any more tools, programs, or workshops to improve your hospital. What you need is a simple and consistent approach to manage problem-solving. Filling this need, this book presents a Lean management system that can help break down barriers between staff, directors, and administration and empower front-line staff to resolve their own problems. *Lean Daily Management for Healthcare: A Strategic Guide to Implementing Lean for Hospital Leaders* provides practical, step-by-step guidance on how to roll out Lean daily management in a hospital setting. Ideal for leaders that may feel lost in the transition process, the book supplies a roadmap to help you identify where your hospital currently is in its Lean process, where it's headed, and how your role will change as you evolve into a Lean leader. Illustrating the entire process of implementing Lean daily management, the book breaks down the cultural progression of units into discreet, objectively measurable phases. It identifies what leaders at all levels of the organization must do to progress units into the next phase of development. Complete with case studies from different service areas in the hospital, the book explains how to link problem-solving boards together to achieve meaningful and measurable improvements in: the emergency department, the operating room, discharge times, clinics, quality, and patient satisfaction. After reading this book you will understand how consistent rounding, a few whiteboards, pen-and-paper data, and a focused effort on working the Plan-Do-Study-Act cycle can help you build a common problem-solving bench strength throughout your organization—establishing the framework upon which future improvement can be built. **Healthcare Kaizen Engaging Front-Line Staff in Sustainable Continuous Improvements** CRC Press *Healthcare Kaizen* focuses on the principles and methods of daily continuous improvement, or Kaizen, for healthcare professionals and organizations. Kaizen is a Japanese word that means "change for the better," as popularized by Masaaki Imai in his 1986 book *Kaizen: The Key to Japan's Competitive Success* and through the books of Norman Bodek, both of whom contributed introductory material for this book. Winner of a 2013 Shingo Research and Professional Publication Award! In 1989, Dr. Donald M. Berwick, founder of the Institute for Healthcare Improvement and former administrator of the Centers for Medicare & Medicaid Services, endorsed the principles of Kaizen in the *New England Journal of Medicine*, describing it as "the continuous search for opportunities for all processes to get better." This book shows how to make this goal a reality. *Healthcare Kaizen* shares some of the methods used by numerous hospitals around the world, including Franciscan St. Francis Health, where co-author Joe Swartz has led these efforts. Most importantly, the book covers the management mindsets and philosophies required to make Kaizen work effectively in a hospital department or as an organization-wide program. All of the examples in the book were shared by leading healthcare organizations, with over 200 full-color pictures and visual illustrations of Kaizen-based improvements that were initiated by nurses, physicians, housekeepers, senior executives and other staff members at all levels. *Healthcare Kaizen* will be helpful for organizations that have embraced weeklong improvement events, but now want to follow the lead of ThedaCare, Virginia Mason Medical Center, and others who have moved beyond just doing events into a more complete management system based on Lean or the Toyota Production System. It's often said, without much reflection, that people hate change. The experiences shared in this book prove that people actually love change when they are fully engaged in the process, get to make improvements that improve patient care and make their day less frustrating, and when they don't fear being laid off as a result of their improvements. Mark Graban explains why his new book *Healthcare Kaizen* is a great resource for healthcare organizations looking to make improvements on the frontlines. ([www.youtube.com/watch?v=l4JdaH03Dbo&feature=youtu.be](http://www.youtube.com/watch?v=l4JdaH03Dbo&feature=youtu.be)) Check out a recent entry about this book on the Virginia Mason Medical Center Blog. Could this new book help drive your Lean journey? (<http://virginiamasonblog.org/2012/09/05/could-this-new-book-help-drive-your-lean-journey/>) Check out what the experts at the Franciscan St. Francis Health System have to say about *Healthcare Kaizen*. (<http://www.youtube.com/watch?v=XcGmP5gLEPo&feature=c4-overview&list=UU7jITxn4nkMzOE5eTbf0Upw>) **Introduction to Health Care Management** Jones & Bartlett Learning *Introduction to Health Care Management, Fourth Edition* is a concise, reader-friendly, introductory healthcare management text that covers a wide variety of healthcare settings, from hospitals to nursing homes and clinics. Filled with examples to engage the reader's imagination, the important issues in healthcare management, such as ethics, cost management, strategic planning and marketing, information technology, and human resources, are all thoroughly covered. Guidelines and rubrics along with numerous case studies make this text both student-friendly and teacher-friendly. It is the perfect resource for students of healthcare management, nursing, allied health, business administration, pharmacy, occupational therapy, public administration, and public health. **Management of NHS hospital productivity twenty-**

**sixth report of session 2010-11, report, together with formal minutes, oral and written evidence** The Stationery Office Government spending on the NHS has increased by 70%, from £60 billion in 2000-01 to £102 billion in 2010-11., with around 40% spent on services provided by acute and foundation hospitals. There have been significant improvements in the performance of the NHS, particularly in those areas targeted by the Department of Health (the Department) such as hospital waiting times and outcomes for patients with cancer and coronary heart disease. But productivity has actually fallen over the last decade. The Office for National Statistics estimates that, since 2000, total NHS productivity fell by an average of 0.2% a year, and by an average of 1.4% a year in hospitals. The trend of falling productivity will need to be reversed if the NHS is to meet the Department's productivity challenge, to deliver up to £20 billion of efficiency savings a year, by 2014-15, without compromising services. The Payment by Results approach (a tariff for procedures) has driven some improvements, but it only covers 60% of hospital activity and there is substantial variation in hospital costs and activity. The tariff system could, though, prioritise price over quality. National pay contracts have not yet been used to manage staff performance effectively, and consultants' productivity has fallen at the same time as they have had significant pay rises. There are risks to the NHS being able to deliver up to £20 billion savings annually, for reinvestment in healthcare, alongside implementing a substantial agenda of reform. Productivity improvements will be key to delivering these savings. **Andy & Me and the Hospital Further Adventures on the Lean Journey** CRC Press Based on the author's years of experience working with Toyota's master teachers and with companies in the midst of great change, this book follows the story established in the Shingo Prize-winning book, *Andy & Me: Crisis & Transformation on the Lean Journey*. In a cool and readable style, *Andy & Me and the Hospital: Further Adventures on the Lean Journey* follows Tom Pappas's relationship with Andy Saito, a reclusive retired Toyota guru. Tom and Andy are pulled into a major New York City hospital in crisis. Can they translate and apply Toyota's powerful methods and thinking to save the hospital from disaster? Using a compelling novel format, the book demonstrates how to apply Lean thinking in a healthcare setting. It illustrates the situations, characters, and plant politics you will most likely face as you progress through your Lean healthcare journey. As the story unfolds, you will discover the way of thinking and behavioral changes required to implement proven Toyota Production System (TPS) methods, tools, and thinking in healthcare. You will learn: What a Lean transformation in a hospital should look like The overall approach you need to take The leadership and behavioral changes required How to improve processes and better develop and engage people How to build and sustain a Lean management system How to translate and apply Deming's "profound system of knowledge" This book provides clear and simple guidance on what it takes to successfully implement Toyota methods in healthcare settings. It shares helpful insights on how the different elements need to fit together to deliver measurable process improvement results. Just like its bestselling predecessors, this book includes study questions after each chapter to support learning and to facilitate discussion in workshops or classroom settings. **President's Hospital Cost Containment Proposal Hearings Before the Subcommittee on Health and the Environment of the Committee on Interstate and Foreign Commerce, House of Representatives, Ninety-sixth Congress, First Session, on H.R. 2626 .... President's Hospital Cost Containment Proposal Joint Hearing Before the Subcommittee on Health of the Committee on Ways and Means and Subcommittee on Health and the Environment of the Committee on Interstate and Foreign Commerce, House of Representatives, Ninety-sixth Congress, First Session, on H.R. 2626 .... Managing Integrated Health Systems** Jones & Bartlett Publishers *Managing Integrated Healthcare Systems: A Guide for Health Executives* provides those managers engaged in and studying healthcare the understanding and the knowledge required to succeed in this dynamic industry. **The Physician Manager's Handbook Essential Business Skills for Succeeding in Health Care** Jones & Bartlett Learning Physicians are increasingly taking on new roles as executives and managers in today's health care delivery system. As such, management skills should be an essential part of every physician's repertoire. Complete with sophisticated and practical approaches to health system management and leadership problems encountered by physicians, this text is an ideal resource. **The Front-Line Leader Building a High-Performance Organization from the Ground Up** John Wiley & Sons Real leadership that leads to high engagement, higher performance, and a culture of accountability As president and CEO of Scripps Health, one of America's most prestigious health systems, Chris Van Gorder presided over a dramatic turnaround, catapulting Scripps from near bankruptcy to a dominant market position. While hospitals and health systems nationwide have laid people off or are closing their doors, Scripps is financially healthy, has added thousands of employees (even with a no-layoff philosophy), and has developed a reputation as a top employer. What are the secrets to this remarkable story? In *The Front-Line Leader*, Chris Van Gorder candidly shares his own incredible story, from police officer to CEO, and the leadership philosophy that drives all of his decisions and actions: people come first. Van Gorder began his unlikely career as a California police officer, which deeply instilled in him a sense of social responsibility, honesty, and public service. After being injured on the job and taking an early retirement, Van Gorder had to reinvent himself, taking a job as a hospital security director, a job that would change his life. Through hard work and determination, he rose to executive ranks, eventually becoming CEO of Scripps. But he never forgot his own roots and powerful work ethic, or the time when he was a security officer and a CEO would not make eye contact with him. Van Gorder leads from the front lines, making it a priority to know his employees and customers at every level. His values learned on the force—protecting the community, educating citizens, developing caring relationships, and ultimately doing the right thing—shape his approach to business. As much as companies talk about accountability, managers seldom understand what practical steps to take to achieve an ethic of service that makes accountability meaningful. The *Front-Line Leader* outlines specific tactics and steps anyone can use starting today to take responsibility, inspire others, and achieve breakout results for their organizations. Van Gorder reveals how a no-layoff philosophy led to higher accountability, how his own attention to seemingly minor details spurred larger change, and how his own high standards for himself and his team improved morale and productivity. From general strategy to the tiny, everyday steps leaders can take to create the kind of culture and accountability that translates into major competitive advantage, *The Front-Line Leader* charts a path to better leadership and a more engaged, higher-performing organization. **Computerworld** For more than 40 years, Computerworld has been the leading source of technology news and information for IT influencers worldwide. Computerworld's award-winning Web site (Computerworld.com), twice-monthly publication, focused conference series and custom research form the hub of the world's largest global IT media network. **Problems Facing Financially Troubled Hospitals Field Hearings Before the Subcommittee on Health of the Committee on Ways and Means, House of Representatives, Ninety-sixth Congress, Second Session, March 14, 1980, New York City, April 18, 1980, Memphis, Tenn., May 27, 1980, Chicago, Ill Healthcare Kaizen Engaging Front-Line Staff in Sustainable Continuous Improvements** CRC Press *Healthcare Kaizen* focuses on the principles and methods of daily continuous improvement, or Kaizen, for healthcare professionals and organizations. Kaizen is a Japanese word that means "change for the better," as popularized by Masaaki Imai in his 1986 book *Kaizen: The Key to Japan's Competitive Success* and through the books of Norman Bodek, both o **Computerworld** For more than 40 years, Computerworld has been the leading source of technology news and information for IT influencers worldwide. Computerworld's award-winning Web site (Computerworld.com), twice-monthly publication, focused conference series and custom research form the hub of the world's largest global IT media network. **The Remedy Bringing Lean Thinking Out of the Factory to Transform the Entire Organization** John Wiley and Sons Winner of the Shingo Prize for Excellence in Quality Improvement -From the Shingo judges: This work has an extremely widespread application as the tools, techniques, and methods described are at a level that achieves the goals of Lean and operational excellence without tying them down to a specific industry or work stream. The book provides practical knowledge for lean champions, managers, and executives driving toward operational excellence enterprise-wide. The story format, and the presentation of this material was excellent, and the avoidance of lean and operational excellence jargon gives the book a wide appeal...it is a pleasure to read. The Sequel to the Influential "Lean" Business Novel *Andy & Me* *The Remedy* is a compelling business fable that shows how Lean quality improvement business practices—traditionally associated with manufacturing—can dramatically improve the service areas of your business—including design, engineering, sales, marketing and all processes in between. Written by Pascal Dennis, a leading Lean consultant, the story follows Tom Pappas and Rachel Armstrong, senior leaders at a desperate automotive company as they try to implement a Lean management system across an entire platform, the Chloe, a breakthrough "green" car. The future of the company is at stake. Can Tom and Rachel, supported by Andy Saito, a retired, reclusive Toyota executive, regain the trust and respect of the customer? Can a venerable but dying company implement Lean practices to every part of their business and learn a new, more effective way of managing? Shows you how to use the Lean quality improvement method to fix not just a manufacturing system, but an entire company, including management, design, marketing, and supply chain Written by Pascal Dennis, author of four books on Lean practices and winner of the coveted Shingo Prize for outstanding research contributing to operational excellence Originally developed by Toyota, the Lean approach to quality improvement has gained a worldwide following and helped turn around enumerable struggling businesses **Torn Between Two Systems Improving Chronic Care in Medicare and Medicaid** DIANE Publishing Includes statements of members of the Senate Subcommittee on Aging, & witness testimony by representatives from health care & government agencies. Addresses Alzheimer's disease, the lack of home-care management, cost shifting to provide acute care for nursing home patients, patient transfers between hospitals & subacute units to maximize Medicare payments, social HMOs, the Program of All Inclusive Care for the Elderly, the Chronic Care Act, & more. Includes a copy of the report: *Medicare & Medicaid: Meeting Needs of Dual Eligibles Raises Difficult Cost & Care Issues*. **Leveraging Lean in Healthcare Transforming Your Enterprise into a High Quality Patient Care Delivery System** CRC Press Winner of a 2013 Shingo Research and Professional Publication Award This practical guide for healthcare executives, managers, and frontline workers, provides the means to transform your enterprise into a High-Quality Patient Care Business Delivery System. Designed for continuous reference, its self-contained chapters are divided into three primary sections: Defines what Lean is and includes some interesting history about Lean not found elsewhere. Describes and explains the application of each Lean tool and concept organized in their typical order of use. Explains how to implement Lean in various healthcare processes—providing examples, case studies, and valuable lessons learned This book will help to take you out of your comfort zone and provide you with new ways to extend value to your customers. It drives home the importance of the Lean Six Sigma journey. The pursuit of continuous improvement is a journey with no end. Consequently, the opportunities are endless as to what you and your organization can accomplish. Forty percent of the authors' profits from this book will be donated to help the homeless through two Baltimore charities. Praise for the book: ... well-timed and highly informative for those committed to creating deep levels of sustainable change in healthcare. — Peter B. Angood, MD, FACS, FCCM, Senior Advisor - Patient Safety, in *National Quality Forum* ... the most practical and healthcare applicable book I have ever read on LEAN thinking and concepts. — Gary Shorb, CEO, Methodist Le Bonheur Healthcare ... well written ... an essential reference in the library of all healthcare leaders interested in performance improvement. — Lee M. Adler, DO, VP, Quality and Safety Innovation & Research, Florida Hospital, Orlando; Associate Professor, University of Central Florida College of Medicine ... a must read for all Leadership involved in healthcare. ... I can see reading this book over and over. — Brigit Zamora, BSN, RN, CPAN, CAPA, Administrative Nurse Manager, Florida Hospital, Orlando **Journal of Systems Management Education Administrators \$180 Billion Managers** University Press of America A composite profile of the business manager of a school system, based on a set of questions asked of 11 people in rich and poor, large and small systems. They talk of their early and present careers, their effect on education, relationships with others and the environment, change, and evaluations of their own past actions. No index or bibliography. Annotation copyright by Book News, Inc., Portland, OR **Coordinated Care Options for Seniors Hearing Before the Subcommittee on Health of the Committee on Ways and Means, House of Representatives, One Hundred Fifth Congress, First Session, April 29, 1997 Hospital Management Systems Multi-unit Organization and Delivery of Health Care** Aspen Pub **Department of Defense Appropriations for 1990 Hearings Before a Subcommittee of the Committee on Appropriations, House of Representatives, One Hundred First Congress, First Session What Makes a Good Healthcare System? Comparisons, Values, Drivers** Radcliffe Publishing This text examines the varied assumptions that underpin different views of what makes a good health care system and compares three national systems from the UK, Australia and Canada. **The Future of Nursing Leading Change, Advancing Health** National Academies Press *The Future of Nursing* explores how nurses' roles, responsibilities, and education should change significantly to meet the increased demand for care that will be created by health care reform and to advance improvements in America's increasingly complex health system. At more than 3 million in number, nurses make up the single largest segment of the health care work force. They also spend the greatest amount of time in delivering patient care as a profession. Nurses therefore have valuable insights and unique abilities to contribute as partners with other health care professionals in improving the quality and safety of care as envisioned in the Affordable Care Act (ACA) enacted this year. Nurses should be fully engaged with other health professionals and assume leadership roles in redesigning care in the United States. To ensure its members are well-prepared, the profession should institute residency training for nurses, increase the percentage of nurses who attain a bachelor's degree to 80 percent by 2020, and double the number who pursue doctorates. Furthermore, regulatory and institutional obstacles -- including limits on nurses' scope of practice -- should be removed so that the health system can reap the full benefit of nurses' training, skills, and knowledge in patient care. In this book, the Institute of Medicine makes recommendations for an action-oriented blueprint for the future of nursing.