

CHAPTER 8

- Change agent- a person skilled in theory and implementation of planned change
- Change should be implemented only for good reasons.
- It is easier to change a person's behavior than it is to change an entire groups behavior.
- Many good ideas are never realized because of poor timing or lack of power from the change agent (outsiders tend to be rejected, lack of knowledge, not trusted...)
- Stages of change and responsibilities of the change agent:
 - Stage 1: Unfreezing- when change agent convinces members of the group to change
 - Stage 2: Movement -change agent identifies, plans and implements appropriate strategies, ensuring that driving forced exceed the restraining forces
 - Stage 3: Refreezing- stabilizing the system so the change is implemented. Needs to be complete for the change to happen. Change needs 3-6 months before it's accepted as a part of the system
- Stages of change model:
 - Stage 1:** Precontemplation – no current intention to change
 - Stage 2:** Contemplation – individual considers making a change
 - Stage 3:** Preparation – there is intent to make change soon
 - Stage 4:** Action - individual modifies his or her behavior
 - Stage 5:** Maintenance - Change is maintained and relapse is avoided
- Classic change strategies- rational-empirical strategies; normative-reeducative strategies; power-coercive strategies
- Chaos theory- finding underlying order in seemingly random data
- Change by drift is unplanned or accidental.
- Change should be achieved through connection among change agents instead of from the top-down.

CHAPTER 10

- Budget- is a financial plan that includes estimated expenses as well as income for a period.
- Types of budget:
 - Personnel Budget: largest because health care is labor intensive
 - Operating budget: involves all managers. Reflects expenses that change response to the volume of service
 - Capital budget: composed of long-term planning, major acquisitions component, and short-term budgeting component
- Fixed expenses do not vary with volume
- Controlled expenses can be controlled or varied by the manager
- A budget that is predicated too far in advance has greater probability for error
- Critical pathways are a strategy for assessing, implementing, and evaluating the cost-effectiveness of patient care.
- Fiscal planning is a learned skill that improves with practice
- A budget is at best a forecast or predication; it is a plan not a rule.