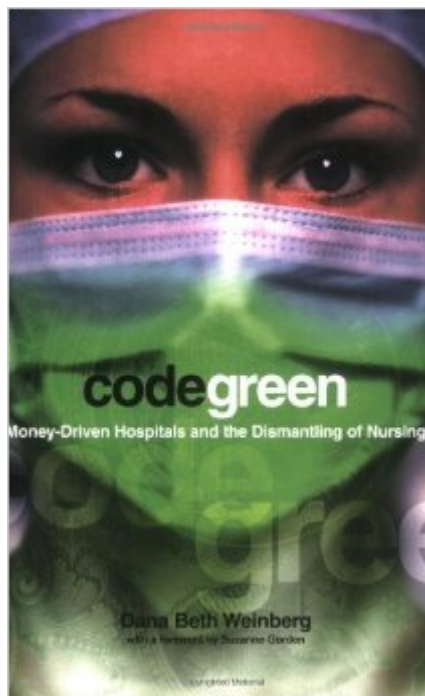


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# Code Green: Money-Driven Hospitals And The Dismantling Of Nursing (The Culture And Politics Of Health Care Work)



## Synopsis

We are on the verge of the nation's worst nursing shortage in history. Dedicated nurses are leaving hospitals in droves, and there are not enough new recruits to the profession to meet demand. Even hospitals that were once very highly regarded for the quality of their nursing care, such as Boston's Beth Israel Deaconess Medical Center, now struggle to fill vacant positions. What happened? Dana Beth Weinberg argues that hospital restructuring in the 1990s is to blame. In their attempts to retain profit margins or even just to stay afloat, hospitals adopted a common set of practices to cut costs and increase revenues. Many strategies squeezed greater productivity out of nurses and other hospital workers. Nurses' workloads increased to the point that even the most skilled nurses questioned whether they could provide minimal, safe care to patients. As hospitals hemorrhaged money, it seemed that no one—neither hospital administrators, nor doctors—felt they could afford to listen to nurses. Through a careful look at the effects of the restructuring strategies chosen and implemented by Beth Israel Deaconess Medical Center, the author examines management's efforts to balance service and survival. By showing the effects of hospital restructuring on nurses' ability to plan, evaluate, and deliver excellent care, Weinberg provides a stinging indictment of standard industry practices that underestimate the contribution nurses make both to hospitals and to patient care.

## Book Information

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## Customer Reviews

Although this book is based in the U.S., so much is the same in Canada. I would highly recommend this book for nurses [who may be trying to figure out 'what it's all about Alfie'], for nursing students and no doubt, the public - so they can gain a better understanding of what it is that nurses are up against. As one wise person put it - it's a pity that these corporate entities in charge of running our healthcare, know the cost of everything...yet the value of nothing ("The Peter Principle")! So much needless suffering all for a race to the "bottom-line"/dollar. Thank you for such an intelligent book!

I really enjoyed Code Green: Money Driven Hospitals and the Dismantling of Nursing. By telling the story of two hospitals that merged, one with a history of primary nursing and another with a team task driven approach the author speaks to the lack of a consistent role definition for nursing that caused the breakdown of service and quality at these two hospitals...also talked about the bottom line issue of money, the power issues in nursing, the importance of having nursing leadership in top hospital administration positions and so much more. Really gave me an insight into the pitfalls inherent in professional nursing practice as viewed through real problems which developed in the lives of real nurses in two prestigious medical institutions.

this is an absolutely great read if you don't mind reading research. The book takes Weinberg's research of nurse staffing issues caused by managed care flaws, and makes it understandable- if you're an experienced, and policy-savvy nurse. She uses the downfall of Beth-Isreal Hospital, once the best hospital in the nation (and the model for the Magnet Program), as an example of how disseminating nursing staff from the top to the bedside can result in horrendous quality failures. A must-read for any nursing activist, or anyone who wants the low down on why there really isn't a nursing shortage, just a shortage of nurses willing to work in current conditions.

Depressive, but good to get a check up of your moral code and get a feel for real world disasters. Kind of crazy this was reality. Some people just don't make much sense I guess, but at the same time I don't see what happened in this book as a complete crime given the circumstances.

I read this book as a requirement for a class. As I got deeper into the book, I realized how absolutely true the findings were. I work for a large facility in the northeast and find that many of the situations mentioned in this book correspond. As reimbursement continues to dictate the level and amount of service patients receive the more and more it makes sense for a governing body to intervene, or at least more closely oversee. Overall, great book. Code Green: Money-Driven Hospitals and the

## Dismantling of Nursing (Culture and Politics of Health Care Work) Connecticut

I have read about half of this book before I got so fed up that I put it down. It is focused on two hospitals that merged. One of the hospitals was a stellar nurse oriented hospital, the other more money saving oriented. It discussed in depth the problems that came up between the two. Although these two hospitals may show what is happening in the industry, it felt more like an internal study of the merger of these hospitals rather than a commentary on the "Dismantling of Nursing". Very disappointed. Waste of money.

This is a powerful book that explains in painful, but real detail why nursing has evolved to it's present state. It was comforting to learn that all of the things I grew to feel during my almost 50 years has been experienced by others, too. It fortifies my belief that nursing management - who is supposed to be for you and your peers - has bought into the management theories that dismantle nursing and a nurses psyche. As political as Florence Nightengale was I'm sure that she would have difficulty understanding and supporting today's money managed care. As with many advances in this world, the patients are paying heavily for these moves. I often wonder where nursing will be going in the next 50 years. I'm waiting for someone who truly cares about patients to come in and evict the "money hangers from the temple" and again support nurses and their decisions. The fight is for the young and strong. Management doesn't care if patients get good nursing care. They only want patients that are satisfied and do not complain!

While this book provides some good points and interesting insights on the topic of healthcare as a business and nursing's role within it, it could have made it's points in about 1/8 of the pages. Instead the author simply repeats each point over and over and over again in just the ever most slightest different way in each and every chapter. Turning what could have been a very compelling read into monotonous torture.

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