FIGURE 1a  An Organization

"Top" Management

"Middle" Management

"Bottom(?)" Management
FIGURE 1b  A Reorganization?

“Top” Management

“Middle” Management

“Bottom(?)” Management
Figure 2: Quadrants in Health Care: Four Worlds in the Acute Institution

Managing Up

COMMUNITY
out and up
e.g., board members

CONTROL
in but up
e.g., managers

Managing Out

CURE
down but out
e.g., clinical directors

Managing In

CARE
in and down
e.g., directors of nursing

Managing Down
**FIGURE 2**
Four Worlds in the Acute Institution

- **Managing Up**
- **Managing Out**
- **Managing In**
- **Managing Down**

**HORIZONTAL  CLEAVAGE**

![Diagram of horizontal cleavage with four quadrants: Community Involvement, Public Control, Acute Cure, Community Care. Each quadrant contains specific roles and examples.]

**COMMUNITY INVOLVEMENT**
- elected officials
- advocacy groups

**PUBLIC CONTROL**
- public health authorities
- regulatory agencies
- insurance companies

**ACUTE CURE**
- general hospitals

**COMMUNITY CARE**
- long-term care facilities
- “primary care” practitioners
- “alternate” health services

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**COMMUNITY CARE**
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A Map of Wellness and Illness

Wellness
- environment
- nutrition
- body
- mind
- spirit
- lifestyle
  (activities, self-actualization, communityship, etc.)
- type
  (genetics, etc.)

Illness
- mild
- chronic
- acute
- critical
- stabilizing
- palliating
- healing
- curing
- rehabilitating
**FIGURE 4  A Map of Wellness and Illness continued**

<table>
<thead>
<tr>
<th>Forms of Intervention</th>
<th>Promotion of Health</th>
<th>Prevention of Illness</th>
<th>Treatment of Disease</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Mediation</strong></td>
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<tr>
<td>Education</td>
<td>Education</td>
<td>Meditation</td>
<td>Hypnotism</td>
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<td>Attitudes</td>
<td>Attitudes</td>
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<td>Affiliations</td>
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<td><strong>Manipulation</strong></td>
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<tr>
<td>Exercise</td>
<td>Exercise</td>
<td>Biofeedback</td>
<td>Physiotherapy</td>
</tr>
<tr>
<td>Yoga</td>
<td>Yoga</td>
<td>Biofeedback</td>
<td>Chiropractic/Osteopathy</td>
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<td>Massage</td>
<td>Massage</td>
<td>Biofeedback</td>
<td>Energy Healing</td>
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<td><strong>Ingestion</strong></td>
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<td>Diet</td>
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<td><strong>Incursion</strong></td>
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<td>Innoculation</td>
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<td>Dentistry</td>
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<tr>
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<td>Acupuncture</td>
<td>Dentistry</td>
<td>Surgery</td>
</tr>
<tr>
<td>Dentistry</td>
<td>Dentistry</td>
<td>Surgery</td>
<td></td>
</tr>
</tbody>
</table>

**Note:** Forms of intervention listed are meant to be suggestive, not comprehensive, and tentative. Their placement suggests their most common, but not exclusive, application.
FIGURE 5  The Curtains of Health Care

General Hospital  Community Medicine  Health Professionals  Alternate Practice

Cure curtain  Acute curtain  Medical curtain  Professional curtain
FIGURE 6  The Gaps in Managing Health Care

Overall Control (governments, insurers, HMOs, etc.)

THE AUTHORITY GAPS

Institutional Control (hospitals, clinics, regions, etc.)

THE ADMINISTRATIVE GAPS

Providers

THE SPECIALIST AND SERVICE GAPS

Professionals and Recipients
FIGURE 7  Asymmetry in Hospital Management

Advocacy

Reconciliation
FIGURE 8  Seeing the Parts around the Whole

Nursing ➞

Treating Disease

Recovering Health

Maintaining Health

Detecting Illness

Diagnosing Disease

Public and Community Health

PROFESSIONAL RING

Community Care

Person Patient

Family Friends Help groups

Health Navigator all around

PERSONAL SPHERE

Community

Population

Websites Call Numbers

GPs Clinics

Specialized Medicine ER/Hospitals Clinics

PROFESSIONAL RING

CALL NUMBERS

NURSE

PERSONAL SPHERE

YOU ME
References


Canadian Health Services Research Foundation. (2010a). *Clinical Nurse*
References


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References