

PREFACE

The challenges facing the healthcare industry today will require fine-tuned managerial skills. Healthcare managers must keep pace with revolutionary and sophisticated breakthroughs in medical science and technology, transparency of service outcomes and charges, an educated customer base, an aging population, and federal regulations growing exponentially.

At the center of all these changes is the supervisor, who has to bring and hold together the human resources, physical facilities, professional expertise, technologies, and other support systems necessary to provide care and monitor services rendered. In addition, these tasks have to be accomplished within the fiscal constraints of a more efficient healthcare system. Therefore, healthcare managers and supervisors must understand the complexities of the organization, generational motivational differences, regional healthcare demands, and the industry as a whole.

The twenty-first century healthcare organization is much different from the one where Theo Haimann first coached new supervisors in the early 1970s. However, his belief then remains accurate today—the hardest job in any organization is clearly that of the supervisor. The supervisor is responsible for motivating the team to achieve organization goals as set by the board of directors and senior leadership. The supervisor must be able to translate the goals into understandable and achievable terms for her team members and gain their buy-in; without the buy-in, the organization could fail.

Many first-level and middle-management team leader positions—such as department managers, supervisors, and group leaders—are filled by individuals with excellent technical skills who have limited or no formal education or training in administration, management, and supervision. This book is intended for these individuals.

The book is introductory in that it assumes no previous knowledge of the concepts of supervision and management. As such, this book also is written for students taking an introductory course in management, and it will acquaint them with their future roles in any organization (healthcare or otherwise). It can be used in any course in which managerial, supervisory, and leadership concepts are studied.

Because this book is designed to aid people with their supervisory tasks, it serves as a reference for those individuals who already hold managerial positions. Its purpose is to demonstrate that proficiency in supervision

better equips them to cope with the ever-increasing demands of getting the job done. Because nonhealthcare entities have had success dealing with change and implementing efficient and effective practices, this book draws on many sources for its content to permit the supervisor to apply lessons learned by others, regardless of whether they were experienced in a health-care environment.

To create a framework in which management knowledge can be organized in a practical way, I have chosen to use the functions of management as the primary framework: planning, organizing, staffing, influencing, and controlling. Each function is thoroughly addressed by breaking down and explaining its relationship to the material already presented. This approach allows any new knowledge, from behavioral and social sciences, quantitative approaches, or any other field, to be incorporated at any point.

The supervisor's job—to get things done with and through people—has its foundation in the relationship between the supervisors and the people with whom they work. For this reason, the supervisor must have considerable knowledge of the human aspects of supervision—that is, the behavioral factors and generational stimuli that motivate employees. This book attempts to present a balanced picture of such behavioral factors in the conceptual framework of managing.

This tenth edition of this book is sure to be a welcome addition to any manager's library. In this edition, much new material has been added, but the book retains the basic concepts and the emphasis on the five managerial functions. I have attempted to respond to each of the recommendations offered by readers and text reviewers while preparing this edition.

At the end of most chapters, the reader will find additional resources should she desire to further study the chapter's concepts. All chapters have been updated with new information. Care was taken to incorporate many of the suggestions from readers and reviewers. Several major regulatory changes, such as accountable care organizations and the Patient Protection and Affordable Care Act, have surfaced since the ninth edition; these are introduced in Chapter 1 and referenced in other chapters. New glossary terms such as *information governance*, *population health*, and *medical home*; additional definitions for terms such as *open shop*, *meaningful use*, and *Big Data*; and emerging position titles such as *patient engagement officer* have been incorporated.

New tools and examples have been added to several chapters. Chapter 2 includes a new Gantt chart and a discussion of Peter Senge's entrepreneurial management theory. For Chapter 8, payback and return-on-investment examples have been added to help explain these capital budgeting techniques. An example of a rolling budget and discussion of the grow budget are now included in Chapter 26. The approaches to organizing have been enhanced with a discussion of project management incorporated in the last chapter.

From a human resources perspective, employee–employer collaborative activities to promote quality are discussed in Chapter 14, with the inclusion of the Innovation Mall, Elite Circle, and Innovation Community concepts. The benefits and pitfalls of social media are explored in Chapter 5 and surface in other chapters as well. A new National Labor Relations Board ruling regarding employee use of employer e-mail systems emerged as the text was being finalized for editing and is included in Chapter 27. Chapters 27 and 28, dealing with labor unions and grievances, respectively, were updated by our respected and experienced labor attorney, Marc J. Leff, Esq. However, as a reminder, neither chapter is intended to be a substitute for legal advice from an organization’s legal counsel.

With the many changes taking place in healthcare today, I was not at a loss to find new management challenges to discuss and use as the basis for the last chapter, which traditionally has discussed emerging influences, technological advances, and consumer involvement in healthcare.

In writing this edition, I attempted to retain the enthusiasm for effective management exhibited by Theo Haimann, the professor for whom this book is named. Theo Haimann served as the Mary Louis Professor of Management Sciences at Saint Louis University until his death in November 1991. He always incorporated current management issues into his teachings. By doing so, he was able to keep the students’ attention. This edition attempts to carry on the Haimann tradition.

Instructor resources for this book include PowerPoint slides for each chapter, suggested class activities and individual student assignments, and a test bank. For access to these instructor resources, please e-mail hapbooks@ache.org.

No book is ever the product of one person’s efforts. Many individuals contributed to this book’s development, editing, formatting, and publishing. I was fortunate to have some of the best working with me on this edition. Tulie O’Connor, acquisitions editor for Health Administration Press, thoroughly reviewed the manuscript and offered many valuable suggestions. Amy Carlton and Michael Noren kept the production running smoothly and crossed the t’s and dotted the i’s. Joyce Dunne provided thorough proofreading, and Larry Robertson lent his human resources expertise. In addition, several former and current clients of First Class Solutions allowed me to reproduce documents, policies, and other figures from their healthcare organizations. For these, I extend special thanks.

As always, I welcome your comments—good or bad—so that I can make the eleventh edition better.

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