

PREFACE

The major problems found in the current healthcare delivery system are cost escalation and diminished quality of healthcare services. Healthcare reform efforts over the past 50 years have yielded little success in overcoming these two enormous problems. In fact, even while spending \$3 trillion on healthcare services per year, the United States still ranks low in good health compared to other industrialized countries that spend far less, numerous studies show. Many tools are being developed to lower healthcare costs and improve the quality of health services, but they will require skillful leadership for successful implementation. Unfortunately, healthcare innovations and reform efforts may be doomed to failure unless leaders emerge who can guide the healthcare sector through this process of change.

Since 1900, the longevity of most Americans has increased, with the majority of individuals now expected to live into their 80s. But because of the current epidemic of chronic diseases and their complications, a large percentage of these individuals will experience a decrease in quality of life as they age. In response, the US healthcare system must provide improved healthcare at a lower cost. This remedy requires improved leadership in every part of the system along with the empowerment of those who deliver these services to their patients. It also calls for a movement to be undertaken to shift organizational structures in healthcare from a bureaucratic management structure to a decentralized organizational framework.

To meet the current and future challenges in healthcare delivery, an immediate need is seen for leadership development for all employees. These leaders must rely less on their position power and more on their expertise and interpersonal skills to improve the quality of healthcare services. The old, bureaucratic US healthcare delivery system must be replaced by an organic form of shared power and responsibility that encourages the emergence of creativity and innovation to meet the demands of all stakeholders in that system. This transition is one reason this text devotes a large portion of its space to creativity and innovation in the delivery of healthcare services.

The US system of healthcare needs to be reorganized to improve productivity, which will eventually result in reduced costs for improved care for many consumers. As more providers enhance their performance, others will follow to remain competitive. The secret, then, for US healthcare

organizations to survive, and even exploit, the changing healthcare environment is to hire and retain individuals who have the capacity to lead—rather than manage—their employees to deliver extraordinary services to their patients daily. This healthcare management text aims to elevate current and future leaders to new levels of knowledge, as seen among the most successful service delivery organizations in the world.

About This Book

Healthcare Leadership: Foundations and Challenges is a comprehensive discussion surrounding the need for skillful leadership in US healthcare facilities. In addition, it covers the various leadership styles found in organizations throughout the world. The book is composed of five parts:

- Introduction to Leadership in Healthcare
- Leadership Skills
- Organizational Culture Building
- Leading People in Healthcare Delivery
- Leadership Case Studies

Parts I through IV contain 11 chapters, each covering a separate aspect of knowledge required for healthcare leaders, all of whom are facing a turbulent environment of constant disruption. Part V constitutes five case studies that provide learning experiences through which students may practice the leadership skills presented in the preceding chapters. Each case begins with an explanation of a leadership issue in healthcare delivery, then describes a hypothetical use of the case information, and finally poses questions about the case and its application to the students.

The book was written to convey and fulfill the need both for current managers to develop new skills and for those planning to enter management positions to obtain these essential skills. They include leadership training in the empowerment of all health services employees to improve the quality of care they provide and the health outcomes for the population.

Additional skills required for the healthcare manager include

- change management and conflict management techniques,
- culture building,
- quality improvement skills,
- communication skills, and
- an appreciation for team building and collaboration.

This book spends a great deal of time showing the reader the many values of developing innovation skills in both managers and lower-level employees in healthcare facilities. In fact, the concept of entrepreneurship is covered at great length with the intent to move healthcare managers toward a decentralized and creative approach to healthcare facilities management.

The authors are aware of the need to include the physician in the discussion of change management, so a chapter on physician management—written by a physician—is included in this text. The book concludes with a chapter on future management challenges in health services delivery and suggested responses to these challenges.

Instructor Resources

This book's Instructor Resources include an instructor's manual, a test bank, and PowerPoint slides for each chapter in this text. The instructor's manual includes an overview of each chapter and the answers to all the end-of-chapter discussion questions. The test bank is composed of true-or-false, multiple-choice, and essay questions as well as potential answers for these questions. Ten PowerPoint slides accompany each chapter to help guide instructors for each lecture.

For the most up-to-date information about this book and its Instructor Resources, visit ache.org/HAP and browse for the book's title or author name.

This book's Instructor Resources are available to instructors who adopt this book for use in their course. For access information, please e-mail hapbooks@ache.org.