BRIEF CONTENTS

Preface	XV	
Introduction	xix	
Part I Intro	oduction to Leadership in Healthcare	
Chapter 1.	The Future of Leadership in Healthcare	
Chapter 2.	The Evolution of Leadership21 Bernard J. Healey	
Part II Lead	lership Skills	
Chapter 3.	Leadership Theory	
Chapter 4.	Creativity and Innovation in Healthcare	
Chapter 5.	Healthcare Entrepreneurship	
Chapter 6.	The Development of Trust in Healthcare Organizations	
Part III Orga	Part III Organizational Culture Building	
Chapter 7.	The Process of Culture Development in Healthcare Organizations	
Chapter 8.	The Process of Change in Healthcare Organizations143 Bernard J. Healey	

Part IV Leadi	ng People in Healthcare Delivery
-	Conflict Management in Healthcare Organizations 167 Tina Marie Evans
•	Developing Leaders and Improving Team Performance in Healthcare Organizations
·	Trends in CEO Leadership in Healthcare Organizations207 Frank G. Belardi
Part V Leade	ership Case Studies
-	: Leadership and Never Events
-	: Leadership in Wellness Programs237 Susan Diana and Dana Abend
-	: #ThinkBeforeYouPost240 Katie P. Desiderio
	: Leadership in a Changing Healthcare Environment
• -	: Transforming Community Health246 Justin Beaupre
	249
Index	255
About the Autho	257

DETAILED CONTENTS

Preface		XV
	About This Book	XV
	Instructor Resources	xvi
Introduction		xix
	The Importance of Skilled Leadership	xx
	References	xx
Part I Intro	oduction to Leadership in Healthcare	
Chapter 1.	The Future of Leadership in Healthcare	3
	Bernard J. Healey	
	Introduction	4
	The Changing Healthcare Environment	5
	Changing Reimbursement Methods	
	Measuring the Quality of Healthcare	10
	How Leaders Can Meet the Major Healthcare	
	Challenges	11
	Summary	19
	Discussion Questions	19
	References	20
Chapter 2.	The Evolution of Leadership	21
	Bernard J. Healey	
	Introduction	21
	Movement from Bureaucracy and Scientific	
	Management to Leadership	22
	The Concept of Best Leadership Practices	33
	Summary	35
	Discussion Questions	35
	D C	2.5

Part II Leadership Skills

Chapter 3.	Leadership Theory	. 39
	Bernard J. Healey	
	Introduction	.39
	A Brief History of Management and Managers	.42
	The Shift to Leadership	.43
	Leadership Theory	.44
	Building an Advanced Leadership Development Model	
	Leadership Skills	.52
	Search for the Best Leadership Theory	.57
	Summary	.59
	Discussion Questions	.60
	References	.60
Chapter 4.	Creativity and Innovation in Healthcare	63
chapter 4.	Bernard J. Healey	.00
	Introduction	64
	Creativity	
	Innovation	
	Development and Motivation of Human Capital	
	Creating a Climate for Creativity and Innovation	
	Developing Creativity of Employees: The Leader's Role	
	Summary	
	Discussion Questions	
	References	
Chapter 5.	Healthcare Entrepreneurship	.83
	Jeff Helton and Nancy Sayre	
	Introduction	
	What Is Entrepreneurship?	.84
	Opportunities for Entrepreneurs in Today's Healthcare	
	System	
	Innovation and Entrepreneurship	
	Current Challenges to Entrepreneurship and Innovation	
	in Healthcare	
	Disruptive Innovation	
	Summary	
	Discussion Questions	
	References	103

Chapter 6.	The Development of Trust in Healthcare	
	Organizations	105
	Tina Marie Evans	
	Introduction	105
	What Is Trust, and Why Is It Important?	106
	The Benefits of Earning Trust	107
	Developing Trust at the Managerial Level	109
	How Not to Develop Trust	112
	Developing Trust in the Provider-Patient Relationship.	114
	Integrity in Leadership	115
	Dangers of Losing or Not Gaining Trust	117
	The Role of Communication in Building Trust	118
	Repairing Lost Trust	119
	Summary	
	Discussion Questions	121
	References	122
	anizational Culture Building	
Chapter 7.	1	
	Organizations	125
	Bernard J. Healey	
	Introduction	
	Defining Organizational Culture	
	How Culture Develops	
	Building Organizational Culture	
	The Value of Culture in Healthcare	
	Changing Culture in Healthcare	132
	Implementing Cultural Change in Healthcare	
	Organizations	
	Summary	
	Discussion Questions	
	References	140
Chapter 8.	The Process of Change in Healthcare Organizations	143
	Bernard J. Healey	1.40
	Introduction	
	Preparing for Change	
	Factors in the Need for Change	
	Change Management	154

	The Leader's Role in the Change Process
	The Vagaries of Change Acceptance
	Summary
	Discussion Questions
	References 163
Part IV Lead	ling People in Healthcare Delivery
Chapter 9.	Conflict Management in Healthcare Organizations 167
, ,	Tina Marie Evans
	Introduction
	The Nature of Conflict in the Workplace169
	The Most Common Causes of Workplace Conflict 169
	The High Cost of Conflict in Healthcare Organizations 174
	Conflict Management
	Anticipating and Preventing Conflict in the Workplace 184
	The Energizing Influence of Conflict on Teams
	Summary
	Discussion Questions
	References
Chapter 10.	Developing Leaders and Improving Team Performance
chapter 10.	in Healthcare Organizations
	Bernard J. Healey
	Introduction
	Exemplary Leadership Development Programs: Setting the
	Stage
	What an Exemplary Leadership Development Program
	Looks Like
	Evaluation of Leadership Development Programs202
	Creating a Leadership Development Program: How to
	Begin
	Summary
	Discussion Questions
	References. 205
6 1 .	
Chapter 11.	Physician CEOs in Healthcare Organizations207
	Frank G. Belardi
	Introduction 208 History of Physician Leadership 208
	History of Physician Leadership
	Physician Leader Competencies

T	The Cascading of Physician Leadership Education and	
	Training	212
λ	Measuring Success of Physician Leaders	216
Γ	Debates Surrounding Physician Leaders	218
F	uture Physician Leadership Challenges	219
A	aging Population and End-of-Life Care	223
S	ummary	228
Γ	Discussion Questions	230
R	References	230
Part V Leader	ship Case Studies	
· ·	Leadership and Never Events	235
-	Leadership in Wellness Programs	237
• -	#ThinkBeforeYouPost	240
Case Study 4:	Leadership in a Changing Healthcare	244
В	Environment	244
	Transforming Community Health	246
Glossary	-	249
	,	
T 1		257