

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, global health threats, and federal regulations growing exponentially.

At the center of all these changes is the supervisor, who has to bring and hold together the human and physical resources, professional expertise, technologies, and other support systems necessary to provide care, efficiently, effectively, and economically. Therefore, healthcare managers and supervisors must understand the complexities of the organization, generational motivational differences, regional and national 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 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 healthcare environment.

To provide a practical organization for the book's management knowledge, 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.

Coupled with the primary functions of planning, organizing, staffing, influencing, and controlling, I have incorporated chapters focusing on management theories, connective processes, quality improvement, regulatory issues, and collective bargaining.

This eleventh edition of the 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. While preparing this edition, I have attempted to respond to each of the recommendations offered by readers and text reviewers, including introducing the emerging influences chapter earlier in the text.

At the end of most chapters, readers will find additional resources with which to further study the chapter's concepts, chapter review questions, and case studies from Ann Scheck McAlearney and Anthony R. Kovner's 2017 text *Health Services Management: A Case Study Approach*. All chapters have been updated with new information. Several new concepts such as bundled payment arrangements, Katz's 3 managerial skills, and the trilogy of management have surfaced since the tenth edition; these are introduced in chapter 1 and referenced in other chapters. New glossary terms such as *artificial intelligence*, *bundled payment arrangements*, *business intelligence analyst*, *data analytics*, *emotional energy*, *project manager*, *self-managed team*, and *synergy* have been incorporated.

New tools, exhibits, and examples have been added to several chapters. Chapter 2 includes a discussion of the preclassical theorists Robert Owens and Charles Babbage and a new section on the twenty-first-century Theory C, or

the connection culture. Chapter 5 includes a discussion of the communication equation, and chapter 6 adds information on the Me Too movement along with a new section addressing the role of the compliance department. Formerly the last chapter of the book, the new chapter 7 examines the emerging influences in healthcare that speak to the many issues confronting today's healthcare organizations and their supervisors and managers.

For chapter 8, discussion of the planning function has been expanded and includes new definitions of key terms and differentiation of strategy versus planning. The role of the business intelligence analyst and project manager in developing and implementing an organization's plan are discussed along with the organization's responsibility to consider social determinants of health. In this chapter, Covey's Wildly Important Goal (WIG) and Doerr's Objectives and Key Results (OKR) concepts are introduced and addressed.

In the Organizing chapters (chapters 12–17), the use of self-managed teams in healthcare is explored in chapter 12, and a new podcast exercise has been provided for a related class activity at the end of that chapter. Chapter 15 on quality improvement has expanded discussion of Lean Six Sigma and reengineering as well as force field analysis.

In the part on Staffing (chapters 18–20), new information has been added in chapter 18 on the use of artificial intelligence in the recruitment process and the expansion of virtual positions and telecommuting. Chapter 20 examines the use of crowdsourcing as an appraisal tool.

The Influencing chapters (chapters 21–25) incorporate a number of new concepts. Chapter 22 presents Sophie Bennett's five motivational flames known as FIRED and David Sirota's People Performance Model for enthusiastic employees. Chapter 24 features a discussion of just culture, and chapter 25 introduces Icarus Syndrome and dynamic equilibrium.

The part of the book on Controlling begins with chapter 26, an overview of the controlling function, including types of control systems and the basic managerial steps of setting standards, measuring performance, and taking corrective action. It features two new sections: the first on the controlling roles of compliance, risk management, finance, and human resources, and the second on data analytics. Chapter 27 focuses on budgeting, the most widely used form of control.

The final two chapters on Labor Relations have once again been updated by our respected and experienced labor attorney, Marc J. Leff, Esq. As one would expect from an attorney, Counselor Leff reminds us that neither chapter is intended to be a substitute for legal advice from an organization's legal counsel.

At the time that this text was being prepared, the world was dealing with the COVID-19 pandemic. This was a time of fear, scarce resources, loss of life, layoffs, financial losses, business closures, and an economic disaster. This was a time when all supervisors, managers, directors, and executives were

challenged to their maximum ability to provide care against all odds. Every leader at each level bore a critical responsibility to employ the basic concepts of planning for the unknown, organizing teams and other resources, making staffing adjustments to meet the needs of the organization, motivating and influencing staff when they have equally important family and work obligations, and controlling the outcomes.

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.

While writing this edition, I experienced a serious vision condition. Frightening, yes. But the encouragement I received from clients and staff at Health Administration Press helped me complete the update. And no book is ever the product of only 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. Jeannette McClain, acquisitions editor for Health Administration Press, thoroughly reviewed the manuscript and offered many valuable suggestions. Manuscript editor Lori Meek Schuldt kept the production running smoothly. Andrew Baumann provided project management expertise, and Ben Burton created many of the instructor materials. 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 twelfth edition better.

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Instructor Resources

This book's Instructor Resources include PowerPoint slides for each chapter, some suggested class activities and individual student assignments in addition to those appearing in some chapters, and a test bank.

For the most up-to-date information about this book and its Instructor Resources, go to ache.org/HAP and search for the book's order code (2431I).

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