

## **Instructor Resources Sample**

This is a sample of the instructor materials for *Healthcare in the United States: Clinical, Financial, and Operational Dimensions*, by Stephen L. Walston and Kenneth L. Johnson.

The complete instructor materials include the following:

- PowerPoint presentations
- Answer guide for the end-of-chapter questions
- Case study instructions
- Test bank

This sample includes the PowerPoint slides, answer guide to the end-of-chapter questions, and case study instructions for chapter 2.

If you adopt this text, you will be given access to the complete materials. To obtain access, e-mail your request to [hapbooks@ache.org](mailto:hapbooks@ache.org) and include the following information in your message:

- Book title
- Your name and institution name
- Title of the course for which the book was adopted and the season the course is taught
- Course level (graduate, undergraduate, or continuing education) and expected enrollment
- The use of the text (primary, supplemental, or recommended reading)
- A contact name and phone number/e-mail address we can use to verify your employment as an instructor

You will receive an e-mail containing access information after we have verified your instructor status. Thank you for your interest in this text and the accompanying instructor resources.

## **Digital and Alternative Formats**

Individual chapters of this book are available for instructors to create customized textbooks or course packs at [XanEdu/AcademicPub](#). For more information about pricing and availability, please visit one of these preferred partners or contact Health Administration Press at [hapbooks@ache.org](mailto:hapbooks@ache.org).

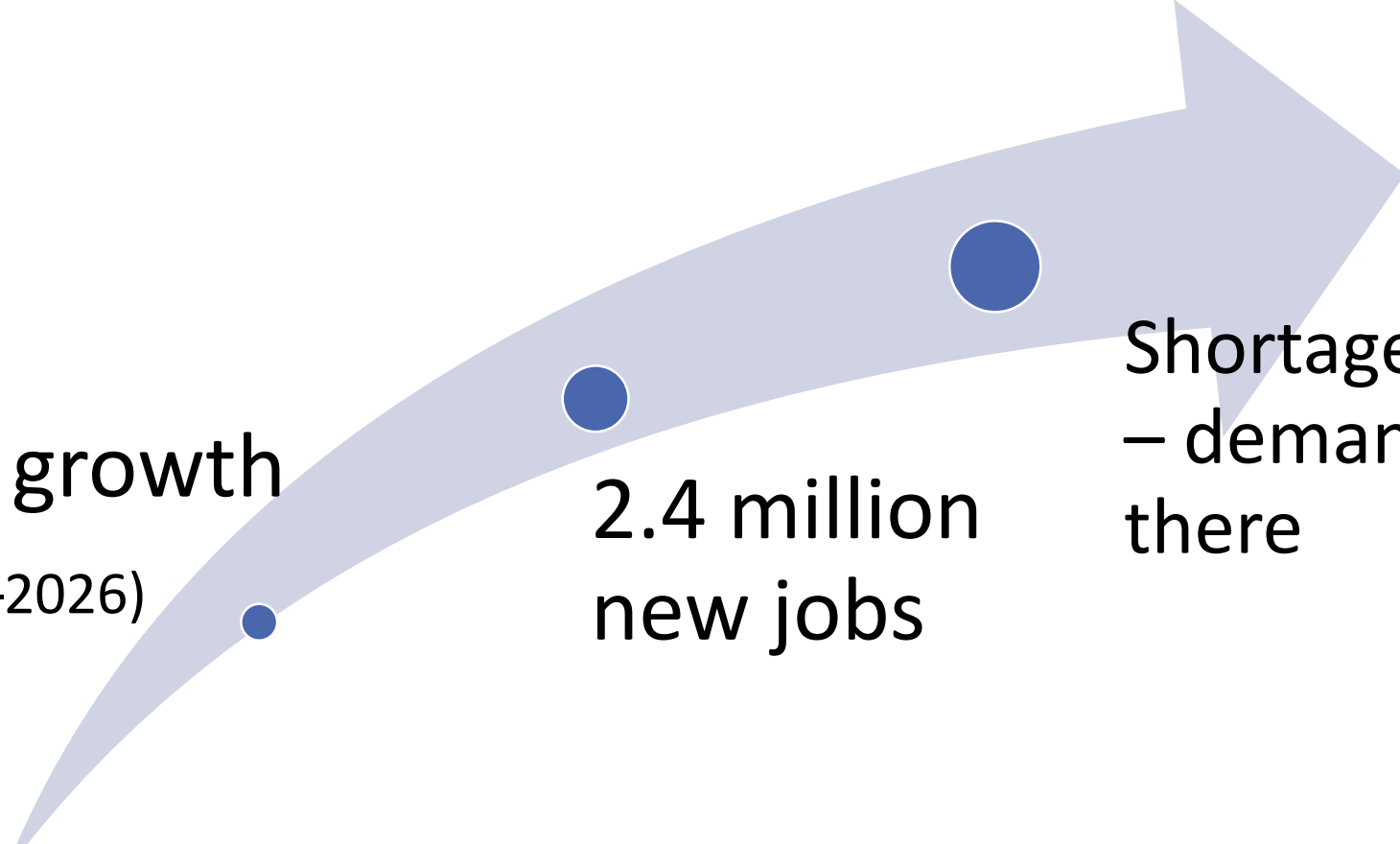
# Healthcare Professions

*Healthcare in the United States: Chapter 2*

# Learning Objectives

- Describe key clinical care personnel, their educational requirements, and their median salaries.
- Identify some of the careers in allied health professions.
- Compare the educational requirements of healthcare professionals in administrative (nonclinical) positions.
- Understand the future demand for and growth of health professions.

# Growth and Demand for Workers



18% growth  
(2016–2026)

2.4 million  
new jobs

Shortages coming  
– demand will be  
there

Source: Mercer 2018

# Income – Not Bad

- Well-paying jobs
- Median wages – higher than most



# Two Categories

- Clinical care
- Administrative

# Physicians

- Allopathic (MD) – 91%
- Osteopathic (DO) – 9%



Source: Young et al. 2017

# MD vs. DO (YouTube presentation)

- <https://www.youtube.com/watch?v=vHn6pers97Q>
- (Accessed May 29, 2020)



# Primary Care Physicians (PCP)

- Internal medicine
- General practice – Family practice
- Pediatrics
- OB-GYN
- Geriatrics

# Specialists (Some Examples)

- Anesthesiology
- Psychiatry
- Radiology
- General surgery
- Cardiovascular
- Orthopedic surgery

# Specialists (More Examples)

- Ophthalmology
- Hematology/oncology
- Infectious disease
- Endocrinology
- Gastroenterology
- Neurology

# Specialists (More Examples)

- Pathology
- Dermatology
- Critical care medicine
- Nephrology
- Urology
- Ear, nose, throat

# Physician Extenders



- Nurse practitioners (NP) > 248,000
- Physician assistants (PA) > 123,000
- Certified nurse midwives > 12,707

Source: US Bureau of Labor Statistics, *Occupational Outlook Handbook*, 2018

# Nurse Practitioners – Based on State Laws

- Full practice = diagnose, treat, and prescribe
- Reduced practice = work with a physician
- Restricted practice = under supervision of physician
- Hold master's and doctorate degrees

# Physician Assistant

- Diagnose, treat, and prescribe
- Work in a variety of settings
- A growing profession
  - Between 2010 and 2016 – grew by 44%
  - Likely to increase 30% by 2024
- Hold master's degree

Source: Young et al. 2017

# Nurse Midwives

- Reproductive health of women
- Care for women during pregnancy, labor, and childbirth
- Hold master's degree



# Nurses

- Provide continuous care
- In all facets of healthcare
- Registered nurse (RN) and licensed practical nurse (LPN)
- Licensed by the state
- Associate, bachelor, master, and doctorate degrees
- 1 year of education – many years

# Allied Health (Some Examples)

- Audiologist
- Dental hygienist
- Diagnostic medical sonographer
- Dietitian
- Emergency medical technician (EMT)
- Paramedic

# Allied Health (More Examples)

- Medical laboratory technologist
- Health information technologist
- Nuclear medicine technologist
- Occupational therapist
- Pharmacist
- Physical therapist

# Allied Health (More Examples)

- Radiation therapist
- Radiographer (X-ray tech)
- Respiratory therapist
- Speech-language pathologist

# Healthcare Is a Team Sport



- Interdisciplinary teams
- Teamwork = patient safety and better outcomes
- Affordable Care Act = accountable care organizations (ACOs) and patient-centered medical homes (PCMHs)
- Financial incentives for collaboration

# Health Care Should Be a Team Sport

- <https://www.youtube.com/watch?v=VT3XyORCFDA>
- (Accessed May 29, 2020)

# Administration

- Management
  - Frontline
  - Mid-level
  - Senior
- Leadership
- Professionalism
- Knowledge of healthcare environment
- Business skills
- Bachelor – master degrees

# Support Services

- Business and finance
- Health information management
- Health informatics
- Maintenance
- Nutrition
- Occupational health and safety



## ANSWERS TO END-OF-CHAPTER QUESTIONS

for

*Healthcare in the United States: Clinical, Financial, and Operational Dimensions*

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### Chapter 2

1. Give three examples of clinical professions and describe the tasks they perform.

Answer: This answer could include any of the clinical professions and tasks listed in the chapter.

2. What are the three types of physician extenders, and what are their roles?

Answer: Answers could include nurse practitioner, physician assistant, or certified nurse midwife. A nurse practitioner (NP) is an advanced practice registered nurse who can examine patients, diagnose illnesses, prescribe medicines, and provide treatment. Twenty-eight US states allow NPs “full practice authority,” or the license to practice without the supervision of a doctor. A physician assistant (PA) is a medical professional who can diagnose illness, determine the appropriate treatment for patients, and prescribe medications. Some individuals choose PAs as their principal healthcare providers. PAs work in a variety of settings, including hospitals and clinics. Nurse midwives are also advanced practice registered nurses but have a master’s degree and specialize in the management of women’s reproductive health and the care of women during pregnancy, labor, and childbirth.

3. Give three examples of allied health professions and describe the tasks they perform.

Answer: Exhibit 2.4 lists 14 types of allied health professions and describes their tasks.

4. List a few examples of healthcare management positions and the responsibilities of each.

Answer: The positions are many, but the chapter includes CEO, COO, CMO, CFO, CIO, and CTO. Students should list at least two of these and use the chapter material to describe what they do.

5. Outline the educational requirements for physicians, nurses, five allied health positions of your choice, a hospital CEO, and a chief medical officer.

Answer: Physicians have a doctor of medicine degree or doctor of osteopathy and are designated as medical doctors (MDs) or DOs; nurses have a two-, three-, or four-year degree and pass a national examination; the requirements for allied health positions can be found in exhibit 2.4; hospital CEOs generally have a master’s degree or medical degree; chief medical officers have a medical degree and often a master’s degree.

6. Research current salaries for physicians, nurses, five allied health positions of your choice, and a hospital CEO. What accounts for the differences in their salaries?

Answer: The differences occur because of education levels, the number of people they supervise, the risks they take, and the demand for such individuals.

7. Why is interprofessional teamwork important in healthcare?

Answer: Team members know what each of the other team members is doing, prescribing, etc.; team members can share expertise in treatment plans, so patients can be better educated in their treatment.

8. What effect will the aging US population have on the demand for healthcare professionals?

Answer: The demand will continue to grow. Salaries may change based on such demands. Health policy may allow for an expansion of care privileges to meet the demand. Physician assistants or nurse practitioners, for example, may perform many responsibilities now left only to physicians.

9. How do the roles of the chief executive officer (CEO) and chief operating officer (COO) differ?

Answer: CEOs create a vision for the organization and promote it to key stakeholders, who are “individuals or groups that have some investment in an organization or obtain some benefit from it” (Walston 2018, 119). CEOs work extensively with key stakeholders, including employees, physicians, community leaders, government officials, and board members. The chief operating officer (COO) and other mid-level executives have the primary responsibility for interpersonal roles and making sure the activity of the organization matches the strategic plan or vision.

10. Describe the job of the chief medical officer. How does this position relate to the management of healthcare?

Answer: The chief medical officer is a liaison between the physicians and the CEO and board. He or she works closely with the CEO in budgeting and strategic planning.

## CHAPTER CASE DISCUSSION GUIDELINES

for

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### Overview

Case studies provide an excellent class method to explore chapter concepts in work settings. The majority of the cases at the end of the chapters in this text come from real situations that have been faced by healthcare managers. Instructors should use these short cases to engage their students to assure they understand the chapter concepts and to apply the concepts to develop reasonable answers to the cases' questions. Using cases can add realism, which can be difficult to achieve in traditional lectures.

Each case is different, but instructors are encouraged to follow this outline:

1. After students have read the case, have someone summarize the key issues.
2. Ask the class what are the key issues, as applied to the chapter.
3. Discuss and answer the questions at the end of the case.

The succeeding narrative examines and provide additional guidance for each chapter case.

### Chapter 2 Cases – Healthcare Professions

#### Olivia's Staffing Dilemma:

1. With a small group of classmates, discuss the staffing options open to Olivia. What are the pros and cons of each option?

A few ideas are important here. First, using members of nursing float pools is very expensive, at least double the normal costs. Often they are not familiar with the clinic or the physicians working there. On the other hand, they are more readily available in a pinch. They will come to the clinic on short notice. The idea of cross-training medical assistants as clerks allows for movement from one area to the other as needed. Medical assistants often know what is involved in a visit or procedure and can help schedule reasonable appointment times. The challenge comes when they are needed in both positions and the manager has to choose one over the other. Pressure will be there from the clinical staff to use the medical assistant with the patients.

2. What information does Olivia need when she meets with her supervisor?

She needs to show how busy the clinic is (number of visits by procedure or exam), staffing patterns (hours worked by position), the cost of using float

personnel, and any overtime costs, and perhaps make an argument for adding staff based on these numbers.

3. How might Olivia reduce some of her job stress?

She should delegate some of what she does. She could, for example, ask someone to oversee training. Perhaps she could have a team member who focuses only on nurses and medical assistants and another who focuses on the clerical staff. Olivia could meet with them as a management team. She could also have training and other procedures in place so that some of what she does becomes more routine and less about putting fires out.

#### Staffing a Skilled Nursing Facility:

1. What types of healthcare professionals might be found in a skilled nursing facility?

Professionals in an SNF include the administrator, admissions, billing, nursing staff, nurse aides, therapists (recreational, physical), nutrition experts, and physicians.

2. Why are turnover rates higher for some positions than others?

Working with the elderly can be taxing and uncomfortable for some. SNFs and other long-term care organizations have to compete with hospitals, clinics, and similar facilities for these staff members. Nurse aides are especially prone to turnover. They make less money and many go to school while they are working to advance to other occupations. These individuals are often less educated than others in long-term care and have options for many low-wage jobs.

3. What would you do to decrease turnover rates among these staff members?

Management sets the culture for the organization. Individuals who stay are investing in that culture and care about the clients. Turnover decreases when employees enjoy the workplace.