

# DETAILED CONTENTS

<b>Foreword</b> .....	xv
<b>Preface</b> .....	xvii
Instructor Resources .....	xviii
<b>Acknowledgments</b> .....	xix
<b>Introduction:</b> Healthcare Management .....	xxi
The U.S. Healthcare Industry .....	xxii
Trends in Health .....	xxii
Industry Structure .....	xxiii
Payment Mechanisms .....	xxiv
The Twenty-First Century and Beyond.....	xxvi
The Healthcare Manager .....	xxvii
<b>Part I:</b> Foundations of Effective Management.....	1
Chapter 1: The Rise of Scientific Management.....	3
Case Study: First Day .....	3

Learning Objectives .....	5
1.1 Management Theory .....	7
1.2 Foundations of Scientific Management.....	7
1.3 Early Influences on the Development of Management Theory and Research .....	7
Discussion Questions.....	13
Exercise 1.1: Research and the Clinic Phones.....	13
Exercise 1.2: Patient Satisfaction .....	14
 Chapter 2: Skills for Effective Management.....	16
Case Study: The New Program .....	16
Learning Objectives .....	18
2.1 Management Functions .....	18
2.2 Management Skills .....	19
Discussion Questions.....	20
Exercise 2.1: A Functional Manager? .....	21
Exercise 2.2: The Functions of the Manager in Termination Proceedings .....	22
 Chapter 3: Ethics .....	23
Case Study: The Ethics Committee.....	23
Learning Objectives .....	26
3.1 Ethics in the Workplace .....	26
3.2 Excellence in Patient Care.....	27
3.3 Treat Employees with Respect.....	28
3.4 Corporate Citizenship.....	30
3.5 Appropriate Use of Resources .....	31
3.6 The Dreaded Ethics Committee .....	31
Discussion Questions.....	32
Exercise 3.1: Ethical Dilemmas .....	32
Exercise 3.2: Rating Oneself on Ethics.....	33
 Chapter 4: Cultural Diversity .....	40
Case Study: Mr. Khil .....	40
Learning Objectives .....	42
4.1 The Concept and Reality of Diversity .....	42
4.2 Healthcare Professionals and Diversity.....	44
4.3 Healthcare Management, Cultural Adaptability, and Diversity Training.....	44
Discussion Questions.....	47
Exercise 4.1: Cross-Cultural Learning and AHA .....	47
Exercise 4.2: Cross-Cultural Learning and Buddy LeMacks .....	48

<b>Part II:</b> Conceptual Techniques for Managers .....	51
Chapter 5: Decision Making .....	53
Case Study: Strange Behavior .....	53
Learning Objectives .....	55
5.1 The Decision-Making Process .....	55
5.2 Rational Decision-Making Model.....	56
5.3 Improving Decision-Making Skills.....	60
Discussion Questions.....	62
Exercise 5.1: “What Do We Do About Joe?” .....	62
Exercise 5.2: When Two Hospitals Become One.....	63
Chapter 6: Change Is Constant .....	65
Case Study: Resisting Change .....	65
Learning Objectives.....	67
6.1 General Change and Managed Change.....	67
6.2 The Change Process: Envisioning and Implementing Change.....	68
6.3 Change Assessment.....	72
Discussion Questions.....	73
Exercise 6.1: The Director Wants Patient Error Reduction.....	74
Exercise 6.2: Lewin’s Force Field .....	79
Chapter 7: Teamwork.....	82
Case Study: Butting Heads .....	82
Learning Objectives.....	84
7.1 Healthcare Teams .....	84
7.2 Characteristics of Effective Teams .....	85
7.3 Strategies for Developing Team Effectiveness .....	87
7.4 A Word About Groupthink.....	89
7.5 Best Practices Guidelines for Team Formation .....	90
Discussion Questions.....	90
Exercise 7.1: Groupthink and the Board of Governors .....	91
Exercise 7.2: New Team Formation and the Reduction of Patient Errors.....	92
<b>Part III:</b> Interpersonal Techniques for Managers.....	95
Chapter 8: Communication .....	97
Case Study: An Absent-Minded Professor .....	97
Learning Objectives.....	99
8.1 Communication Matters .....	99
8.2 Active Listening .....	101

8.3 Internal and External Communications .....	103
8.4 Written Communication .....	104
Discussion Questions.....	104
Exercise 8.1: Effective Communication and Louis's Challenge .....	105
Exercise 8.2: A Matter of Degree .....	106
 Chapter 9: Delegation .....	108
Case Study: Control of the Situation .....	108
Learning Objectives .....	110
9.1 Delegation Can Be Difficult .....	110
9.2 The Plus Side of Delegation.....	111
9.3 Do You Need to Delegate More?.....	112
9.4 What to Delegate and What Not To .....	112
9.5 The Four Rights Approach to Delegation .....	113
9.6 Do You Have a Problem Delegating? .....	114
9.7 Chris and the Newly Merged Department .....	114
Discussion Questions.....	115
Exercise 9.1: "You've Got E-Mail and a Surprise" .....	115
Exercise 9.2: Joy's Complaint .....	121
 Chapter 10: Hiring, Motivating, Evaluating, and Terminating Staff .....	123
Case Study: Professional Behavior .....	123
Learning Objectives .....	125
10.1 Hiring the Best Fit.....	125
10.2 Retention and Performance Appraisals: The Importance of Feedback .....	128
10.3 Termination Considerations.....	135
10.4 A Note on Sexual Harassment .....	137
Discussion Questions.....	138
Exercise 10.1: We Are the Recruiters.....	139
Exercise 10.2: Identifying Sexual Harassment .....	139
 Chapter 11: Managing Conflict.....	142
Case Study: Xi and the New Director .....	142
Learning Objectives .....	144
11.1 Conflict Is Everywhere.....	144
11.2 Five Conflict Management Styles.....	145
11.3 Situational Conflict Management .....	147
Discussion Questions.....	148
Exercise 11.1: Trouble in Billing .....	148

Exercise 11.2: The Appointment.....	149
Chapter 12: Leadership .....	150
Case Study: Rosa's IT Vision.....	150
Learning Objectives.....	152
12.1 Historical Overview of Leadership .....	152
12.2 Competency Approach to Leadership .....	153
12.3 Exceptional Leadership Model .....	154
12.4 Final Comments .....	156
Discussion Questions.....	157
Exercise 12.1: The Efficiency Factor.....	157
Exercise 12.2: Emotional Intelligence and Job Promotion.....	158
<b>Part IV: Technical Skills for Managers .....</b>	<b>161</b>
Chapter 13: Time Management.....	163
Case Study: Not Enough Hours in the Day .....	163
Learning Objectives.....	165
13.1 Analyzing Your Time: Where Does It Go?.....	165
13.2 Planning Your Days .....	166
13.3 Wasting Time .....	168
Discussion Questions.....	170
Exercise 13.1: Effective Time Management and Alicia's Day—Oxymoron? .....	170
Exercise 13.2: Where Does Matthew Spend His Time? .....	171
Chapter 14: Budgeting.....	173
Case Study: Brian's Budget.....	173
Learning Objectives.....	175
14.1 Budgeting Basics .....	175
14.2 The Budgeting Process.....	178
14.3 Defining Revenues and Costs .....	179
Discussion Questions.....	181
Exercise 14.1: Fair Allocation? .....	181
Exercise 14.2: Developing the Budget for the Dialysis Center .....	182
Chapter 15: Program Assessment .....	184
Case Study: An Unwelcome Surprise .....	184
Learning Objectives.....	186
15.1 Quality .....	186

15.2 Setting Standards .....	187
15.3 Monitoring.....	188
15.4 Taking Corrective Action as Needed .....	189
15.5 Risk Management.....	190
Discussion Questions.....	191
Exercise 15.1: What Disney Can Teach Walter Reed.....	191
Exercise 15.2: Patient Safety and the Toyota Model .....	192
 Chapter 16: Legal Issues.....	193
Case Study: The Lawsuit.....	193
Learning Objectives .....	195
16.1 Healthcare and the Law .....	195
16.2 Federal Law .....	195
16.3 Healthcare Organizations and Patients.....	197
16.4 Healthcare Organizations and Physicians.....	198
16.5 Providers and Patients.....	199
16.6 Health Organizations and Employees .....	200
Discussion Questions.....	201
Exercise 16.1: Promises, Promises, Promises.....	201
Exercise 16.2: HIPAA and the Phone Call .....	202
 <b>Glossary</b> .....	205
 <b>References</b> .....	215
 <b>Index</b> .....	231
 <b>About the Authors</b> .....	241