



Transition Guide

Management of Healthcare Organizations: An Introduction,

Third Edition

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Management of Healthcare Organizations: An Introduction provides an integrated, practical approach to management that is applicable to all kinds of healthcare organizations (HCOs). The book prepares future managers and leaders to assess situations and develop solutions with confidence.

Changes in the Third Edition

The new edition follows the same chapter topics and order as the last edition, but with extensive updates and revisions throughout. Most chapters are longer with new content to help students learn how to manage HCOs.

Every chapter includes updated and revised language, explanations, examples, data, proper names, citations, and references where needed. There is a new sidebar feature to present each “Chapter in the Real World.” The prior “Check It Out” sidebar is now “Check It Out Online” for online research exercises pertaining to the chapter’s content. The “Try It Apply It” chapter feature has been replaced with short “Riverbend Orthopedics Mini-Case Studies” with questions, for practical application and integration with other chapters. Topic-related new material in each chapter includes:

| Chapter | Chapter Title | New Material |
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| 1 | Health, Healthcare, and Healthcare Organizations | <ul style="list-style-type: none"> • Greatly revised and expanded explanation of population health. • Greatly expanded explanation of the continuum of care. • Expanded discussion of types of HCOs. • Updated section for healthcare trends, issues, and future developments. • New section on stakeholders and their current expectations of HCOs to describe current expectations that HCOs and their managers must address. • Updated lists of - and discussion of - health care management job titles, careers, specialty areas, and employment trends. |
| 2 | Management | <ul style="list-style-type: none"> • Expanded explanation of systems theory and open systems. • For evolution of management theory, new section on organization development theory. |

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| | | <ul style="list-style-type: none"> Expanded discussion of some management concepts (e.g., authority, line vs staff). |
| 3 | Planning | <ul style="list-style-type: none"> Extensively revised and expanded chapter with new content, explanations, exhibits, examples from real HCOs, and methods for strategic planning in HCOs. Revised explanation of planning at lower levels of HCOs aimed at recent graduates in entry level jobs. |
| 4 | Organizing: Jobs, Positions, and Departments | <ul style="list-style-type: none"> Expanded job design section with more information about tasks, jobs, delegation, and authority. More information about mechanistic and organic structures with an enhanced exhibit. New examples of how current trends affect how work is organized. Expanded and revised section on the informal organization. |
| 5 | Organizing: Organizations | <ul style="list-style-type: none"> New section about horizontal structure. Larger section on coordination methods. Revised and updated section on medical staff to reflect current trends. |
| 6 | Organizing: Groups and Teams | <ul style="list-style-type: none"> Expanded characteristics of groups. New content on group membership. More information on how to create effective groups and teams. Expanded the section on Effective Groups and Teams to include virtual teams. |
| 7 | Staffing: Obtaining Employees | <ul style="list-style-type: none"> New section about staff diversity and inclusion (and the five-generation workforce). New section about centralized, decentralized, and outsourced staffing. Expanded prior section about laws and regulations that affect staffing. Expanded explanation of hiring, recruiting, and selecting staff with more information and methods (e.g., realistic job previews) tied to macro HR trends. More examples of how HCOs increased their staff diversity. |
| 8 | Staffing: Retaining Employees | <ul style="list-style-type: none"> Updated to reflect current emphasis on developing staff rather than training. Discussion of shift from traditional annual appraisal of employees to newer approach of frequent informal feedback without formal annual evaluation. Updated compensation and incentives section to connect to trends in healthcare pay for performance. |

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| | | <ul style="list-style-type: none"> • More discussion of cultural diversity and related challenges in the workforce. • New discussion of workplace violence and surveillance with section on protecting staff. |
| 9 | Leading: Theories and Models | <ul style="list-style-type: none"> • Slightly shifted emphasis from 'leadership' to 'leading' (what managers do). • New section for Situational Leadership Theory plus practical application of it and advice for future leaders. • Further developed explanations of transformational and servant theories. • New mentions of Authentic Leadership and Ethical Leadership. • New section on Competency Models of Leadership that are 21st century approaches for leading HCOs. |
| 10 | Leading: Motivating and Influencing | <ul style="list-style-type: none"> • Revised and expanded information in Maslow's Hierarchy of Needs exhibit, Alderfer's Three Needs exhibit, and Types of Power exhibit. • New explanations of how leaders use hard power and soft power. • Added Hackman and Oldham's job characteristics model for practical application of motivation theory. |
| 11 | Leading: Culture and Ethics | <ul style="list-style-type: none"> • New explanations of espoused (stated) and enacted (actual) organizational culture. • New section on non-maleficence as a fourth ethical principle. |
| 12 | Controlling and Improving Performance | <ul style="list-style-type: none"> • Expanded explanation of Six Sigma. • Greatly expanded explanation of Lean production and management. • New explanation and example of Root Cause Analysis as a new tool. • New coverage of new topic: high reliability organization. • New examples pertaining to current priorities in healthcare, e.g., patient experience. • Expanded explanation of where data come from for measuring performance. • Overall greater emphasis on performance improvement now pursued by HCOs. |
| 13 | Making Decisions and Solving Problems | <ul style="list-style-type: none"> • New section on Data for Decision Making; applicable to all decision making approaches. • Expanded explanations of intuition for decisions and of evidence-based management. |
| 14 | Managing Change | <ul style="list-style-type: none"> • New explanation of organizational and individual readiness for change. • New explanation and exhibit of force field analysis tool. |

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| | | <ul style="list-style-type: none"> • Expanded explanation of why and how people resist change • New section on organizational learning and organization development. • New example of primary care practices trying to implement a change in work design. |
| 15 | Professionalism and Communication | <ul style="list-style-type: none"> • Added discussion of professionalism. • Further explanation and example of emotional intelligence. • Further explanation of cultural competence. • Revised and expanded explanation of information richness for communication. |
| | Back Matter | <ul style="list-style-type: none"> • Three new case studies for a total of seven. • Several new real-world applied integrative projects. |