

PREFACE

The healthcare field and the number of healthcare organizations (HCOs) continue to grow. So does the need for excellent management of these HCOs. Fortunately, many students and healthcare professionals aspire to management positions in HCOs. Education and training in management for HCOs will help them succeed.

Having been a healthcare management student, healthcare manager, and healthcare management professor, I appreciate good books that help students learn management and how to apply it to HCOs. I studied management at the undergraduate, graduate, and doctoral levels. And I worked in senior management at three hospitals during 14 years as a hospital executive. Since then, for more than 20 years, I have taught undergraduate and graduate courses in healthcare management and related subjects. All that has motivated and enabled me to write this book.

The purpose of this book is to help people learn the body of knowledge we call *management* and then apply it to HCOs. The primary intended audience is undergraduate students who are interested in managing healthcare organizations but have no prior knowledge of this subject. This book will also be useful to students in allied health professions who want to understand management of HCOs. Current supervisors who seek to learn more about management will benefit too. This book can also help healthcare professionals prepare for advancement to management positions.

This introductory-level book has been kept to a reasonable length. There are 15 chapters on 15 important topics for managing HCOs. I have organized and connected the chapters into a cohesive body of knowledge. By the end of this book, students will understand management and how to apply it to HCOs. Because this book is about management,

it does not include some other disciplines found in healthcare management curricula such as finance, law, and marketing.

The book is arranged in a logical sequence of chapters that continually builds on and connects with previous chapters. This second edition includes updates to the first edition, more depth, and additional topics. Chapter 1 provides expanded context and background material on health, determinants of health, healthcare services, healthcare organizations, and management jobs in HCOs as well as an updated discussion of trends, issues, and future developments. Chapter 2 covers what management is and how it has evolved as a body of knowledge, theory, and practice. This chapter identifies five basic management functions: planning, organizing, staffing, leading, and controlling. We then study each of these functions in depth throughout the book. New in this edition is a section on institutional theory. In Chapter 3, managers plan the purpose, goals, and work of their HCOs. This second edition expands the project planning discussion with new content for project management and business plans; adds a section on where to get needed data for planning; explains planning at lower levels in more detail; adds Porter's model of competitive advantage; and includes a section on strategic thinking.

After managers complete the planning phase, they must organize to achieve those plans, so we learn about organizing in Chapters 4–6. In Chapter 4, managers organize work into jobs and departments. This edition contains an expanded explanation of systems and open systems and updates the section on how physicians fit into HCOs. Chapter 5 details how managers organize departments into entire organization structures. The chapter has a new section about the governing body and an updated explanation of how the medical staff fits into a hospital. Chapter 6 explains how managers organize groups and teams. Further detail and new trends and developments pertaining to this work have been added in this edition.

Next, managers have to staff positions, departments, and organizations. Chapter 7 explains how managers obtain staff, and Chapter 8 focuses on how managers retain staff. This edition includes onboarding and uses more of a management perspective (and less of a human resources perspective) for these chapters.

After managers staff the HCO, they must lead, direct, influence, and motivate the staff. This is explained in a trilogy of leadership chapters. Chapter 9 presents leadership theories and models, including new material on servant leadership and collaborative leadership. Chapter 10 teaches leading by motivating and influencing, and Chapter 11 explains leading with culture and ethics. New in this edition are more detailed explanations of motivational theories (especially reinforcement theory), updated examples (such as for patient-centered medical homes), more coverage of ethics problems in HCOs, and more detail on how to instill organizational ethics. Following on these three leadership chapters, Chapter 12 teaches how managers control work and performance, and this edition adds information about the purpose of each type of control graph.

After teaching the five basic management functions (planning, organizing, staffing, leading, and controlling) in Chapters 2–12, the book then presents three additional chapters to help apply management to HCOs. Chapter 13 explains how to make decisions and solve problems, which are interrelated. New sections on evidence-based decision making and political decision making have been added. Chapter 14 teaches how to manage change in organizations and includes a new discussion of organizational factors that impede change. Because the management functions and skills in Chapters 1–14 should be done with professionalism, Chapter 15 explains professionalism for managers in HCOs. This edition refocuses the first edition’s Chapter 15 to include four sections on professionalism, emotional intelligence, cultural competence, and communication.

References, examples, content, and writing throughout the book are updated. A new case study (about an integrated health system’s telehealth services to improve population health) runs throughout the book and introduces each chapter. Three of the case studies at the end of the book are new, and new case study questions for assignments are included with each chapter.

With this content, the book contributes to numerous curriculum requirements for Association of University Programs in Health Administration (AUPHA) undergraduate certification. These include theories of management, organizational behavior, organizational design, functional areas of management, human resources management, strategic planning, managerial skills, leadership, interpersonal skills, managerial ethics, cultural competency, professional development, critical thinking, and communication.

The content includes timeless fundamental principles along with new concepts and current information. There is both theory and practice to learn terms, concepts, theories, principles, methods, and tools—and how to use them. A recurring theme in the book is that management is contingent and the “right” approach depends on changing factors. Students will learn that management problems are not multiple-choice questions with a single best answer. The book teaches the principles, theories, methods, and tools so students can size up situations and develop their solutions. They can practice this skill using the exercises and activities within and at the end of each chapter.

The content and writing style strive to engage students, keep them actively interested, provide a few laughs, and help them understand and remember what they read. It is a style I have been successfully using to teach undergraduate management of healthcare organizations. The publication style uses recurring features and formatting to enhance learning and help make the material appealing. Each chapter opens with a relevant quotation, learning objectives, and part of a continuing real-world case study that we follow through the book. Within each chapter, headings and subheadings organize content and guide the reader. Key points are indicated by **this font**. Key terms are defined in the margins of the pages and included in the book’s glossary. Exhibits, bullet lists, examples, activities, and exercises in each chapter keep students engaged and learning. There are sidebars

and boxes called Check It Out; Try It, Apply It; and Here's What Happened. At the end of each chapter are One More Time (a summary), For Your Toolbox, discussion questions, and case study questions.

Several features help students see how chapters (and management methods) are interrelated. Chapter by chapter, we follow managers in an integrated healthcare system as they manage their telehealth services to improve quality of care and population health. Their work is featured in the Here's What Happened example that opens each chapter. These examples are drawn from a case study (from The Commonwealth Fund) included as an appendix. When students read these examples that begin the chapters, they may also look at the entire case to appreciate how each chapter's opening case is interrelated with those of other chapters and with management topics. Chapters are further interconnected by end-of-chapter case study questions. These questions pertain to the same six cases included in an appendix, exploring them from different angles. Students see that fully solving a single management problem will require using management principles and tools from many chapters. The writing style in this book further helps students connect chapters and management principles by explicitly stating how things fit together. Finally, an appendix suggests ten real-world applied projects that students can do to further integrate the chapters.

Instructor resources for this book include PowerPoint slides for each chapter, suggested answers to discussion questions, and a test bank. For access to these instructor resources, please e-mail hapbooks@ache.org.

When Enrico Fermi (who later won a Nobel Prize in physics) was a student, he once told a professor, "Before I came here I was confused about this subject. Having listened to your lecture I am still confused. But on a higher level." I hope that after reading this book you will be less confused and on a higher level about the subject of management for healthcare organizations.

Please share with me your feedback about this book. Thank you.

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