

DETAILED CONTENTS

Preface	xv
Acknowledgments	xxi
Chapter 1 Health, Healthcare, and Healthcare Organizations	1
Health and What Determines It	2
Determinants of Health.....	3
Healthcare and Health Services	7
Healthcare Organizations	9
The External Environment of Healthcare Organizations.....	10
Healthcare Trends and Future Developments	12
Stakeholders and Expectations of HCOs	16
Healthcare Management Jobs and Careers.....	18
Chapter 2 Management	29
What Is Management?.....	31
The History and Evolution of Management Theory.....	31
Taylor and Scientific Management.....	31
Fayol and Administrative Theory	32
Mayo and Human Relations.....	36
Gulick, Urwick, and Management Functions	37
Weber and Bureaucratic Theory.....	38

	Bertalanffy, Boulding, and Open Systems Theory	39
	Lewin and Organization Development Theory	41
	Woodward and Contingency Theory	42
	Katz and Management Skills	42
	Meyer and Rowan, DiMaggio and Powell, and Institutional Theory	43
	Mintzberg and Management Roles	43
	Do All Managers Manage the Same Way?.....	45
Chapter 3	Planning.....	51
	What Is Planning?	52
	Strategic Planning	54
	Strategic Planning Stage 1: Environmental Assessment	55
	Strategic Planning Stage 2: Organizational Direction.....	60
	Strategic Planning Stage 3: Strategy Formulation.....	63
	Strategic Planning Stage 4: Transition to Implementation.....	64
	Planning at Lower Levels.....	67
	Project Planning and Project Management	68
	Data and Information for Planning	71
	Final Thoughts About Planning.....	73
Chapter 4	Organizing: Jobs, Positions, and Departments.....	79
	Organizations.....	81
	Organizing Work in Healthcare Organizations	81
	Organizing Tasks into Jobs and Positions.....	83
	Organizing an HCO's Jobs and Positions into Departments.....	85
	Factors That Influence Organizing Work	89
	External Factors.....	89
	Internal Factors.....	92
	A Few Complications	93
	Informal Organization.....	93
	Contract Workers.....	95
	Unionized Workers.....	95
	Medical Jobs with Physicians.....	96
Chapter 5	Organizing: Organizations	103
	Organization Structures.....	105
	Functional Structure.....	106
	Divisional Structure.....	108
	Matrix Structure.....	110
	Horizontal Structure.....	113
	Network Structure.....	114

Hybrid Structures	117
Governing Body	118
Coordination Within and Beyond an HCO	119
Coordination Structures and Processes	120
Complications	123
Contract Departments.....	124
Physicians and the Organized Medical Staff in a Hospital.....	124
Chapter 6 Organizing: Groups and Teams	131
Groups and Teams.....	133
Groups and Teams in Healthcare Organizations	134
Structures of Groups and Teams	135
Purpose	135
Size	136
Membership	137
Relation to Organization Structure.....	140
Authority.....	140
Leader	141
Culture.....	141
Processes of Groups and Teams.....	142
Developing.....	142
Leading	144
Communicating and Interacting.....	145
Decision Making.....	147
Learning.....	148
Effective Groups and Teams	149
Effective Virtual Teams.....	150
Guidelines for Effective Meetings	150
Chapter 7 Staffing: Obtaining Employees	157
Staffing Processes.....	159
Workforce Diversity and Inclusion	160
Centralized, Decentralized, and Outsourced Staffing.....	162
Laws and Regulations	165
Planning for Staff	165
Designing Jobs and Work.....	168
Job Analysis	168
Work Rules and Schedules.....	170
Hiring Staff	171
Recruiting	171
Selecting.....	174

Chapter 8	Staffing: Retaining Employees	185
	Developing Staff.....	187
	Orientation of New Staff.....	187
	Training Staff.....	189
	Developing Staff.....	190
	Appraising Performance of Staff.....	192
	Appraisal Process and Methods.....	194
	When Job Performance Is Deficient.....	197
	Compensating Staff.....	199
	How Is Pay Determined?	200
	How Are Benefits Determined?	203
	Protecting Staff.....	204
	Onboarding.....	208
Chapter 9	Leading: Theories and Models	215
	Theories and Models for Leading.....	217
	Trait Theory and Skill Theory	217
	Behavior Theory	218
	Situational Theory	221
	Theory X, Theory Y, and Theory Z	224
	Transactional and Transformational Leadership	225
	Servant Leadership	227
	Collaborative Leadership	227
	Authentic Leadership and Ethical Leadership	229
	Leadership Competency Models.....	229
	Leading Physicians	230
Chapter 10	Leading: Motivating and Influencing.....	239
	Motivation Theory and Models	241
	Maslow's Hierarchy of Needs Theory.....	242
	Alderfer's ERG Theory.....	243
	Herzberg's Two-Factor Theory	244
	McClelland's Acquired Needs Theory	247
	Adams's Equity Theory	248
	Vroom's Expectancy Theory	249
	Locke's Goal-Setting Theory	251
	Skinner's Reinforcement Theory	252
	Power and Politics	255
	Sources and Types of Power	255
	Organization Politics	257

Chapter 11	Leading: Culture and Ethics	265
	What Is Culture?	267
	What Causes and Creates Culture?	268
	Purpose and Benefits of Culture	271
	Interpreting Culture	271
	Subcultures.....	273
	Shaping and Managing Culture.....	273
	What Is Ethics?.....	276
	Ethics Problems.....	276
	Sources of Ethics	278
	Creating and Maintaining Ethics in an HCO.....	283
Chapter 12	Controlling and Improving Performance.....	291
	What Is Control?.....	293
	Control in HCOs.....	293
	A Three-Step Control Method.....	295
	Step 1: Set Performance Standards.....	295
	Step 2: Measure Actual Performance and Compare It to Standards	297
	Step 3: Improve Performance If It Does Not Meet Standards.....	302
	Quality Improvement Programs and Methodologies.....	307
	Six Sigma.....	307
	Lean Production	308
	High Reliability	309
	Controlling People	313
Chapter 13	Making Decisions and Solving Problems	319
	Decision Making and Decisions	321
	Who Makes Decisions?.....	322
	Methods for Making Nonprogrammed Decisions.....	323
	Rational Approach.....	323
	Satisficing Approach	326
	Intuition Approach.....	327
	Incremental Approach	327
	Evidence-Based Approach.....	328
	Garbage Can Approach	329
	Barriers to Effective Decision Making.....	330
	Data for Decision Making.....	331
	Trends in Decision Making	333
	Resolving Conflict.....	334
	Causes of Conflict	334

	Conflict Resolution Model	335
	Additional Suggestions for Managing Conflict	336
Chapter 14	Managing Change	343
	Change in HCOs	345
	Managing Organization Change.....	346
	Small-Scale Change	346
	Eight-Step Approach to Large-Scale Change.....	349
	Resistance to Change.....	352
	Why People Resist Change	353
	Organization Characteristics That May Impede Change	354
	Healthcare Characteristics That May Impede Change.....	355
	How People Resist Change	356
	Force Field Analysis	356
	Overcoming Resistance to Change	358
	Organization Learning and Organization Development	361
Chapter 15	Professionalism and Communication	369
	Professionalism.....	371
	Emotional Intelligence.....	373
	Cultural Competence	376
	Communication	378
	Types of Communication	378
	Directions of Communication.....	379
	Communication Process.....	382
	Tips for Effective Communication	390
	A Management Case Study: Partners HealthCare	397
	Integrative Case Studies	413
	Real-World Applied Integrative Projects	427
	Your Management Toolbox.....	429
	Glossary	433
	Index	443
	About the Author	473