Transition Guide
Peter C. Olden, PhD

Management of Healthcare Organizations: An Introduction provides a fully integrated approach to management in healthcare organizations (HCOs). The book’s 15 chapters are interrelated through a logical sequence into a cohesive body of knowledge that provides a solid foundation for planning, organizing, staffing, leading, and controlling performance in an HCO. One major case study woven throughout each chapter, six supporting cases, and discussion questions provide students with opportunities for practical application and activities for real-world learning.

This new edition has been extensively updated to include:

- A new case study, which demonstrates how to improve population health in a community, is integrated throughout the book and introduces each chapter.
- Three new supporting cases and updated end-of-chapter discussion questions provide practical applications.
- Current developments in management are described, such as physician alignment and medical staff relationships, institutional theory, project planning, and staffing.
- The chapters on leadership have been expanded to include additional styles and motivational theories.
- A discussion of professionalism, added to the chapter on communication, explains how high-level management roles, functions, and activities should be carried out.

Chapter Breakdown

Chapter 1
Expanded section on health; updates trends, issues, and future developments; and, expands discussion of management jobs in HCOs.

Chapter 2
New section on institutional theory.

Chapter 3
Expands project planning with new content for project management and business plans; adds a section for where to get needed data/information for planning; explains more about planning at lower levels; adds Porter’s model of competitive advantage; and, adds strategic thinking.
Chapter 4
Explains more about systems and open systems; updates the section on how physicians fit into HCOs.

Chapter 5
New section about the governing body; updates the section on how the organized medical staff fits into a hospital.

Chapter 6
Includes new trends and developments pertaining to teams and groups.

Chapter 7
Shifts a more management perspective (and less of a human resources perspective) to explain staffing.

Chapter 8
Revises and expands several staffing methods and adds a new onboarding section.

Chapter 9
New addition of servant leadership and collaborative leadership.

Chapter 10
Further explanation of motivation theories, especially reinforcement theory.

Chapter 11
Updated examples (such as for patient-centered medical homes); adds more content for ethics problems in HCOs; and, explains more how to instill organizational ethics.

Chapter 12
Further explanation about the purpose of each type of control graph.

Chapter 13
New sections for evidence based decision making and political decision making.

Chapter 14
New section for organizational factors that impede change.

Chapter 15
Expands on communication to the broader subject of professionalism and now includes sections on professionalism, emotional intelligence, cultural competence, and communication.

Instructor Resources

Test bank, PowerPoint slides, and answers to discussion questions.