INTRODUCTION TO

Health Care Management

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We dedicate this book to our loving spouses,
Dale Buchbinder, Rick Shanks, and Casey Kite—
Who coached, collaborated, and coerced us to
“FINISH THE FOURTH EDITION!”
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Effective learning occurs when students are engaged and inspired. Effective teaching creates the environment for engagement and inspiring thought. *Introduction to Health Care Management, fourth edition,* is a comprehensive text that covers essential content material and provides an extensive variety of cases to stimulate thought. The revisions in this edition are timely and extend the learning that is possible about the health care industry. Students and instructors will benefit from the expertise shared in this text.

Health care is complex, and management of its delivery entails a breadth and depth of knowledge, skill, and ability. The responsibility of implementing service, coordinating those providing it, and ensuring the quality of care is the mantle of the health care manager. It is imperative that both the clinical and business aspects of service and patient care are understood and closely monitored. Leaders rely on the knowledge and skill of competent managers to make informed decisions. Management requires a deep understanding of multiple functions and processes while also leading people from a variety of disciplines in a multitude of roles. Mentorship of managers is part of the developmental process of leaders. A good foundation for health care management is the start of lifelong learning and career development.

The knowledge of management science with an interdisciplinary foundation is needed to succeed in the ever-changing health care industry. The demand for health care coverage is constantly in the news. Working with teams of professionals to provide quality care that is cost-effective is an ongoing challenge for health care managers. This text lays the groundwork of a health care management curriculum; other courses may add depth and can benefit from the breadth of the cases in this text.

Population health, community well-being, and medical care delivery are growing fields where excellent management makes a difference. Management responsibility of care extends outside the walls of an organization. One is now managing the health of the population they serve. The continuum of care includes collaboration across various service modalities. This text is not just hospital-based and includes settings that span the continuum of care. The span of specialty care from obstetrics to gerontology takes coordination to ensure that it is safe, timely, efficient, effective, equitable, and patient-centered, the aims of the Institute of Medicine. The aging of a population that wants to remain independent is changing all aspects of health care, especially long-term care. From pre-conception and birth to end of life and death, health care management is all-encompassing.

To be successful as a manager one needs to focus on creating the right culture. In an environment of new, disruptive technologies, communication is critically important for people to keep learning and experimenting with new knowledge, products, and processes. Keeping up with a culture of change and innovation while building on a traditional foundation takes skill and diligence. In addition, disparities that exist must be acknowledged and addressed. The new edition of this text
incorporates information management that will help to invest in culture. Good, constant, and credible communication takes skilled managers to accomplish. A positive and productive culture is dependent on open and transparent communication.

A manager needs to be prepared for any eventuality. Planning for disasters and emergencies is much more than fire or air raid drills or having an evacuation plan. Extreme weather, mass shootings, chemical and biological exposures, infectious disease outbreaks, and ED diversion, for example, are all too common occurrences. Communities and health care institutions are more vulnerable when panic or chaos is the initial reaction. Plans that are known, practiced, and updated are the hallmark of a well-positioned organization if or when the no longer unexpected happens. The new edition of this text helps instructors further develop student competence in strategy and planning.

The text is already a classic and serves as a reference for many who learned from early editions. It is a resource for faculty as well as a foundational text for practitioners transitioning to supervisory roles. Each new edition builds on the prior and is improved with new contributions.

Exceptional management is all about being able to tell stories. A story engages, and to be memorable is inspirational. The authors of this text are master story crafters. Drs. Buchbinder, Shanks, and Kite and their contributors have woven together a comprehensive yet concise guidebook for an entry level manager. Whether new to health care, or an experienced clinician transitioning to management, the content is clear, and the stories resonate. This text is so readable because it tells stories and urges the reader to solve cases with the intent to teach the learner to create their own stories by managing complex situations.

When the last page is read, and the cover is closed—or the eBook is shut down—the theories and cases within will serve as the underpinning for the stories to be told by the next generation of health care managers.

_Dolores G. Clement, DrPH, FACHE_  
_Sentara Professor_  
_College of Health Professions_  
_Virginia Commonwealth University_  
_Richmond, VA_
The fourth edition of *Introduction to Health Care Management* is driven by our continuing desire to have an excellent textbook that meets the needs of the health care management field, health care management educators, and students enrolled in health care management programs around the world. The inspiration for the first edition of this book came over a good cup of coffee and a deep-seated unhappiness with the texts available in 2004. This edition builds on the strengths of the first three editions and is based on an ongoing conversation with end users—instructors and students—from all types of higher education institutions and all types of delivery modalities. Whether your institution is a traditional “bricks and mortar” school or a fully online one, this book and its ancillary materials are formatted for your ease of use and adoption.

For this edition, many of the same master teachers and researchers with expertise in each topic revised and updated their chapters. A third editor, Bobbie Kite, joined the Buchbinder/Shanks team for this new edition in an effort to bring greater knowledge of several increasingly important areas in the health field, bringing expertise in health information systems and population health. Several other new contributors stepped forward to revise several chapters and write completely new cases for this text. This was the result of our listening to you, our readers and users. With a track record of more than 12 years in the field, we learned exactly what did or did not work in the classrooms and online, so we further enhanced and refined our student- and professor-friendly textbook. We are grateful to all our authors for their insightful, well-written chapters and our abundant, realistic case studies.

As before, this textbook will be useful to a wide variety of students and programs. Undergraduate students in health care management, nursing, public health, nutrition, athletic training, and allied health programs will find the writing to be engaging. In addition, students in graduate programs in discipline-specific areas, such as business administration, nursing, pharmacy, occupational therapy, public administration, and public health will find the materials both theory-based and readily applicable to real-world settings. With a combined five decades of experience in higher education, we know first and foremost that teaching and learning are *not* solo sports, but a team effort—a *contact* sport. There must be a give-and-take between the students and the instructors for deep learning to take place. This text uses active learning methods to achieve this goal. Along with lively writing and content critical for a foundation in health care management, this new edition continues to provide realistic information that can be applied immediately to the real world of health care management. In addition to revised and updated chapters from the prior edition, there are learning objectives, discussion questions, and case studies included for each chapter, with additional instructors’ resources online and Instructor’s Case Guides for each case study. PowerPoint slides, test bank items, and research sources are also included for each
chapter, as well as an updated glossary. A sample syllabus is also provided. Specifically, this edition contains:

- Significantly revised chapters on quality improvement, health information systems and technologies, law and ethics, and health care regulation and compliance.
- Revisions and updates have been made to all chapters, including current data and recent additions to the literature.
- There is continued emphasis on research that is on-going in each of the areas of health care.
- The chapter on emerging issues in health care management that was new to the third edition has been updated in some areas and revised in other areas to include the following topics: re-emerging outbreaks, vaccine preventable diseases, and deaths; violence in health care settings; mental illness, substance use disorders, and federal legislation; and emergency and disaster management.
- There are 42 cases or exercises in the last chapter; 34 are new for this edition with a wider variety of settings than in our previous edition. Six exercises focus on a variety of topics, including reviving the art of letter writing; addressing gun violence as a public health issue; addressing the opioid epidemic as a public health problem; addressing politics and policy, how to write an email, and how to do informational interviewing. The cases cover a wide variety of settings and an assortment of health care management topics. At the end of each chapter in the text, at least one specific case study and/or exercise is identified and linked to the content of that chapter. Many chapters have multiple cases.
- Case guides for these cases are again included in the online materials for this edition. These will be beneficial to instructors as they evaluate student performance and will enable professors at every level of experience to hit the ground running on that first day of classes.
- The test banks for each chapter have been totally revised, providing larger pools of questions and addressing our concerns that answers to the previous test banks could be purchased online.

Never underestimate the power of a good cup of joe. We hope you enjoy this book as much as we enjoyed revising it. May your classroom and online discussions be filled with active learning experiences, may your teaching be filled with good humor and fun, and may your coffee cup always be full.

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Acknowledgments

This fourth edition is the result of what has now been a 15-year process involving many of the leaders in excellence in undergraduate health care management education. We continue to be deeply grateful to the Association of University Programs in Health Administration (AUPHA) faculty, members, and staff for all the support, both in time and expertise, in developing the proposal for this textbook, and for providing us with excellent feedback for each edition.

More than 20 authors have made this contributed text a one-of-a-kind book. Not only are our authors expert teachers and practitioners in their disciplines and research niches, they are also practiced teachers and mentors. As we read each chapter and case study, we could hear the voices of each author.

It has been a privilege and honor to work with each and every one of them: Rachael Akshar, Trina Armstrong, Mark Arvisais, Brooke Barclay, Jodie Bell, Ellen Breckenridge, Dale Buchbinder, Robert Casanova, Susan Casciani, Donna Cox, Stephen Duarte, Matthew Dyer, Anna Kayes, Jihan Mahmoud, Sheila McGinnis, Lea Nolan, Lou Rubino, Sharon Saracino, Nancy Sayre, Jon Thompson, and Stephanie Williams.

And, finally, and never too often, we thank our spouses, Dale Buchbinder, Rick Shanks, and Casey Kite who listened to long telephone conversations about the book's revisions, trailed us to meetings and dinners, and served us wine with our whines. We love you and could not have done this without you.
About the Editors

Sharon B. Buchbinder, RN, PhD, is currently Professor and Program Coordinator of the MS in Healthcare Management Program at Stevenson University in Stevenson, Maryland. Prior to this she was professor and chair of the Department of Health Science at Towson University and president of the American Hospital Management Group Corporation, MASA Healthcare Co, a health care management education and health care delivery organization based in Owings Mills, Maryland. For more than four decades, Dr. Buchbinder has worked in many aspects of health care as a clinician, researcher, association executive, and academic. With a PhD in public health from the University of Illinois School of Public Health, she brings this blend of real-world experience and theoretical constructs to undergraduate and graduate face-to-face and online classrooms, where she is constantly reminded of how important good teaching really is. She is past chair of the Board of the Association of University Programs in Health Administration (AUPHA) and coauthor of the Bugbee-Falk Award-winning Career Opportunities in Health Care Management: Perspectives from the Field. Dr. Buchbinder also coauthored Cases in Health Care Management with Nancy Shanks and Dale Buchbinder.

Nancy H. Shanks, PhD, has extensive experience in the health care field. For 12 years, she worked as a health services researcher and health policy analyst and later served as the executive director of a grant-making, fundraising foundation that was associated with a large multihospital system in Denver. This was followed by more than 20 years as a health care administration educator at Metropolitan State University of Denver, where she has taught a variety of undergraduate courses in health services management, organization, research, human resources management, strategic management, and law. Dr. Shanks developed the first online health care management course at Metropolitan State and was instrumental in moving the HCM undergraduate degree online. She is currently an Emeritus Professor of Health Care Management, after serving as chair of the Department of Health Professions for 7 years and as an affiliate faculty member for 5 years. Dr. Shanks's research interests have focused on health policy issues, such as providing access to health care for the uninsured.

Bobbie Kite, PhD, MHS is currently the Academic Director of the Healthcare Management program, and an Associate Professor at the University of Denver. Prior to the University of Denver, Dr. Kite was at The Ohio State University Wexner Medical Center, where she served as a postdoctoral fellow for the National Library of Medicine and then as a Clinical Assistant Professor in the field of Biomedical Informatics and a consultant with The Ohio State University Health Plan. With an avid interest in teaching, community collaboration, and research, Dr. Kite has a passion for teaching and also maintains her research focused on population health. Before entering the field of biomedical informatics, Dr. Kite earned her doctorate degree in Public Health from the University of Texas Health Science Center, with minors in epidemiology and health policy. She also holds a Master’s in Health Science with a focus on emergency and disaster management.
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