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# Management Principles for Health Professionals

**Fifth Edition**

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**JONES AND BARTLETT PUBLISHERS**

*Sudbury, Massachusetts*

BOSTON    TORONTO    LONDON    SINGAPORE

*World Headquarters*

Jones and Bartlett Publishers  
40 Tall Pine Drive  
Sudbury, MA 01776  
978-443-5000  
info@jbpub.com  
www.jbpub.com

Jones and Bartlett Publishers  
Canada  
6339 Ormindale Way  
Mississauga, Ontario L5V 1J2  
CANADA

Jones and Bartlett Publishers  
International  
Barb House, Barb Mews  
London W6 7PA  
UK

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**Production Credits**

Chief Executive Officer: Clayton Jones  
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V.P., Sales and Marketing: William J. Kane  
Publisher: Michael Brown  
Associate Editor: Katey Birtcher  
Associate Production Editor: Jennifer Ryan  
Marketing Manager: Sophie Fleck  
Composition: Publishers' Design and Production Services, Inc.  
Cover Design: Anne Spencer  
Cover Image: © VisualField/Shutterstock, Inc.  
Printing and Binding: Malloy, Inc.  
Cover Printing: Malloy, Inc.

Printed in the United States of America  
11 10 09 08 07 10 9 8 7 6 5 4 3 2 1

**Library of Congress Cataloging-in-Publication Data**

Liebler, Joan Gratto.

Management principles for health professionals / Joan Gratto Liebler,  
Charles R. McConnell.— 5th ed.

p. ; cm.

Includes bibliographical references and index.

ISBN 978-0-7637-4617-9 (alk. paper)

1. Health services administration. 2. Management. I. McConnell, Charles, R. II. Title.

[DNLM: 1. Health Services Administration. 2. Health Facilities—organization & administration.

3. Health Personnel—organization & administration.

WX 150 L716m 2008]

RA393.L53 2008

362.1'068—dc22

2007010551

6048

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# Preface

This book is intended for health care professionals who engage in the classic functions of a manager—planning, organizing, decision making, staffing, leading or directing, communicating, and motivating—yet have not had extensive management training. Health care practitioners may exercise these functions on a continuing basis in their roles as department directors or unit supervisors, or they may participate in only a few of these traditional functions such as training and development of unit staff. In any case, knowledge of management theory is an essential element in professional training, as no single function is ever addressed independently of all others. In this book, emphasis is placed on definitions of terms, clarification of concepts, and, in some cases, highly detailed explanations of processes and concepts. All examples presented are drawn from the health care setting.

Every author must decide what material to include and what level of detail to provide. The philosopher and pundit Samuel Johnson observed, “A man will turn over half a library to make one book.” We have been guided by experience gained in the classroom and in many training and development workshops for health care practitioners. Three basic objectives determined the final selection and development of material:

1. Acquaint the health care practitioner with management concepts essential to the understanding of the organizational environment within which the functions of the manager are performed. Some material challenges assumptions about such concepts as power, authority, influence, and leadership. Some of the discussions focus on relatively new concepts such as appreciative inquiry approaches to motivation and conflict management and Six Sigma applications for quality control. Practitioners must keep abreast of developing trends in management, guarding against “being the last to know.”

2. Provide a base for further study of management concepts. Therefore, the classic literature in the field is cited, major theorists are noted, and terms are defined, especially where there is a divergence of opinion in management literature. We all stand on the shoulders of the management “giants” who paved the way in the field; a return to original sources is encouraged.
3. Provide sufficient detail in selected areas to enable the practitioner to apply the concepts in day-to-day situations. Several tools of planning and control, such as budget preparation and justification, training design, and labor union contracts are explained in detail.

We have attempted to provide enough information to make it possible for the reader to use these tools with ease at their basic level. It is the authors' hope that the readers themselves, as they grow in their professional practice and management roles, will, in turn, contribute to the literature and practice of health care management. We are grateful to our many colleagues who have journeyed with us over many years and who have shared ideas with us.

*Joan Gratto Liebler  
Charles R. McConnell*

# About the Authors

**Joan Gratto Liebler** is Professor Emeritus, Health Information Management, at Temple University, Philadelphia, Pennsylvania. She has over 36 years of professional experience in teaching and research in health care settings. In addition to teaching, her work and consulting experience include community health centers, behavioral health settings, schools, industrial clinics, prisons, and long-term care, acute care, and hospice facilities. She has also been an active participant in areawide health-care planning, end-of-life care coalitions, and areawide emergency and disaster planning.

She is also the author of *Medical Records: Policies and Guidelines* and has authored numerous journal articles and contributed chapters relating to health information management.

Ms. Liebler holds the degrees of Master of Arts (concentration in Medical Ethics), St. Charles Borromeo Seminary, Philadelphia, Pennsylvania, and Master of Public Administration, Temple University, Philadelphia, Pennsylvania. She is a credentialed Registered Health Information Administrator.

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Mr. McConnell received a Masters of Business Administration and a Bachelor of Science degree in Engineering from the State University of New York at Buffalo.

# What's New to the Fifth Edition?

Examples have been updated throughout, new examples have been provided in several chapters, and dated material carried over from the earlier editions has in most instances been either eliminated or replaced with more pertinent material.

## SPECIFIC CHAPTER UPDATES:

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- **Chapter 2—New!** A completely new chapter, concerned largely with the management of change and the manager's role as a change agent. This chapter anchors and complements the balance of the book with significant examples relevant to what's occurring today in health care. Much has been added concerning addressing change with employees, and developments such as the advent of the Health Insurance Portability and Accountability Act (HIPAA) are addressed in detail.
- **Chapter 6**—The chapter entitled "Organizing" (formerly Chapter 5) has been expanded to include enlarged consideration of outsourcing and information on telecommuting and using temporary workers.
- **Chapter 10—New!** This revised and reorganized section combines the former Chapter 6 ("Staffing: Recruiting and Retaining Quality Employees") and the former Chapter 10 ("Adaptation, Motivation, and Conflict Management).
- **Chapter 11**—The chapter entitled "Training and Development: The Backbone of Motivation and Retention" now covers considerable new information about both all-employee and departmental orientation, including comprehensive orientation checklists.
- **Chapter 14**—This revised chapter, "Communication: The Glue that Binds Us Together," features a greatly expanded section on written communication.