

Management Principles

for Health
Professionals

EIGHTH EDITION

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of Charles R. (Chuck) McConnell.*

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Preface

This book is intended for healthcare professionals who regularly perform the classic functions of a manager as part of their job duties—planning, organizing, decision making, staffing, leading or directing, communicating, and motivating—yet have not had extensive management training. Healthcare 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, because no single function is ever addressed independently of all others. Individuals who are trained in management theory but do not have healthcare experience will find an abundance of examples linking theory to the healthcare environment. A wide variety of settings are reflected in the many examples provided.

In this book, emphasis is placed on definitions of terms, clarification of concepts, and, in some cases, highly detailed explanations of processes and concepts. The examples reflect typical practices in the healthcare setting. However, all examples are fictitious and none are intended as legal, financial, or accreditation advice.

Every author must decide what material to include and what level of detail to provide. We have been guided by experience gained in the classroom, as well as in many training and development workshops for healthcare practitioners. Three basic objectives determined the final selection and development of material:

1. *Acquaint the healthcare 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 social media use, cultural

proficiency and diversity training, changes in credentialing, and job duties of both professional and technical support personnel. 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, project management, special reports (e.g., the annual report, a strategic plan, a due diligence assessment, a consultant’s report), 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 will contribute to the literature and practice of healthcare management as they grow in their professional practice and management roles. We are grateful to our many colleagues who have journeyed with us over the years and shared their ideas with us.

Joan Gratto Liebler
Charles R. McConnell

It is with regret that Joan Gratto Liebler and Jones & Bartlett Learning note the passing of Charles R. McConnell in late 2019.

About the Authors

Joan Gratto Liebler, MA, MPA, is Professor Emerita, Health Information Management, Temple University, Philadelphia, Pennsylvania. She has more than 40 years of professional experience in teaching and research in healthcare settings. In addition to teaching, her work and consulting experience include engagement with 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 area-wide healthcare planning, end-of-life care coalitions, and area-wide emergency and disaster planning.

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

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What's New in the Eighth Edition

Management Principles for Health Professionals, Eighth Edition, continues to present foundational principles of management in the context of contemporary healthcare. The *Eighth Edition* reflects current issues and trends, linking them to basic principles. The corporate culture as an over-arching ethos is identified and then applied to various management functions; new and continuing legislative and accrediting mandates are included. Throughout the chapters, telemedicine and eHealth, the impact of technology, social media issues, and changes relating to reimbursement are noted as pervasive themes. A variety of formats are used to present material; these formats include the content of a topic, and provide examples of methods of presentation for use in training and workshops. Two major reference tools are presented and developed throughout the text: The Manager's Wheel Book and The Management Reference Portfolio.

Examples and exhibits have been updated to reflect a wide variety of settings and clients. Settings include the traditional inpatient hospital and related specialty clinics; expanded use of ER and observation units/clinical decision units; rehabilitation services, both inpatient and outpatient; expanded use of adult day care centers for respite/vacation care; expanded use of homecare, supported by telemedicine. Some other examples include such varied settings as truck stop dispensaries, industrial health correction care, and programs for the homeless population.

Changing aspects of job content are noted, including the development of the nurse navigator role; "always on" and required or expected availability; technological skills requirements,

Specific Chapter Updates

Chapter 1, "The Dynamic Environment of Health Care," presents a template for analyzing megatrends in health care including telemedicine and eHealth, increasing use of technology, "Here Come the Robots,"

retainer-fee and concierge care, respite and vacation care of elderly, ER care by appointment, medical cost sharing, Accountable Care Organizations, in-network care. A major new feature is the Manager's Wheel Book, its content and uses.

Chapter 2, "The Challenge of Change," includes six examples of major change, followed by an analysis of the incremental changes associated with each. Suggested quality assurance analysis relating to HIPAA compliance and advance directive practices are provided. Interoperability features of EHR and data degrading issues are noted. ACA is updated. A template for analyzing health insurance proposals is included.

Chapter 3, "Organizational Adaptation and Survival," includes expanded discussion of issues such as: when clients become adversaries, how to reach remote clients and expand client base, changes in practitioners' roles, with emphasis on the nurse navigator as a counter-balance to bureaucratic features of large organizations. The corporate culture as an over-arching ethos is discussed in detail. To link theory and practice, a detailed analysis of life cycle concepts with the related survival strategies is presented. The concept of the Management Reference Portfolio is introduced. "Know Your Organization" is presented, using the manager's wheel book as an analytical tool.

Chapter 4, "Leadership and the Manager," features sections on "Growing in the Leadership Role" and "Enhancing One's Career Path." These include a data-driven review process for a manager's self-evaluation and for aligning one's career path with the goals of the organization. Excerpts from the manager's wheel book are included to reflect leadership and career development activities.

Chapter 5, "Planning and Decision Making," adds material reflecting the corporate culture as a primary factor in these processes. Examples for assessing planning constraints and factors include settings and client characteristics in traditional settings as well as adult day care/respite care centers, correction care, truck stop dispensaries, and healthcare outreach programs for the homeless population. Additional examples of mission

and core values are included. Policy excerpts include Institutional Review Board consent practices. Decision-making discussion includes assessment of degree of impact and probability. Detailed use of the after-action-review and the analysis of unanticipated outcomes are described as means for evaluating decisions.

Chapter 6, “Organizing and Staffing,” includes analysis of organizational structure as centralized vs. decentralized, “tall,” or “flat” models. Succession plans are described; clarification of employee status relating to contractual and temporary workers is given; classifications as essential and non-essential, “always on” availability requirements, and flextime options are described. Additional elements and wording of job descriptions are given. The consultant report reflects several current issues in long-term care: increased use of respite/vacation care; bullying and the incident report requirements; pain management and opioid use; pros and cons of documenting a spiritual history; indicators of social isolation; changing patterns of length of stay. The use of telehealth/eHealth and the personal health record are also included.

Chapter 7, “Committees and Teams,” includes an exposition of the over-all context for committee and team development. The corporate culture is given particular attention regarding committees and teams and the values of cooperation, transparency, corporate compliance, safety and security, and outreach initiatives. Guidelines for group deliberation are given, and then illustrated in the after-action review of a major disaster. The manager’s wheel book entries relating to committee and team activity are reviewed.

Chapter 8, “Budget Planning and Implementation” are presented within the context of the corporate culture, plus laws, regulations and standards for fiscal planning. An in-depth discussion of shared responsibilities is given, with emphasis on board of trustee’s root decisions. These include balancing “safety net” commitment, cost-shifting impact, and debt limits. Identification of new elements in billing is noted (e.g., charges associated with eVisits and other telemedicine interactions). A budget reference portfolio and additional budget justification statements are included. Examples of budget auditing findings are noted.

Chapter 9, “Training and Development: The Backbone of Motivation and Retention,” reflects the corporate culture values of success and excellence. Orientation topics include clarification about employees being “always on” and modified operations schedules requirements and expectations. Orientation also includes expanded discussion of social media and internet use. The topic of sexual harassment is presented in a Frequently Asked Questions format, thus

giving both the content of this topic and an example of a training method.

Chapter 10, “Adaptation, Motivation, and Conflict Management,” includes additional examples of the sources of conflict; the conflict model is applied in detail to Whistleblower activity. Union trends and issues are noted, including concerns about the increased use of robots in replacing workers; the effects of the Supreme Court JANUS decision are described.

Chapter 11, “Communication: The Glue that Binds Us Together,” provides information about social media and e-mail, texting, and instant messaging through an analysis of policy and practices, with particular emphasis on limits on management’s prerogatives. Methods for enhancing communication effectiveness are noted, including the SBAR format.

Chapter 12, “Comprehensive Planning and Accountability Documentation,” relates planning and review documents to the corporate culture and values of accountability, transparency, and shared responsibility. The standard reports have updated entries reflecting “By the Numbers” reporting; telemedicine and eHealth; the personal health record; closure of a facility details. A Plan of Correction as a mandated response to licensure or accreditation reviews is included. Excerpts from the manager’s wheel book are given to illustrate the usefulness of these factual support materials for writing accurate reports.

Chapter 13, “Quality Improvement and Control Processes,” has new material about the characteristics of a thriving organization. A variety of quality improvement topics are suggested, including readmission within 30 days, focused review of over/underuse of services, patterns of use regarding inpatient admissions from ER and Observation Unit, pain management, and opioid use.

Chapter 14, “Human Resource Management: A Line Manager’s Perspective,” includes aspects of online and social media recruiting; using the manager’s wheel book to identify significant activity to include in employee evaluation; processes associated with both voluntary and involuntary separation from the organization. Particular emphasis is given to the work environment: hostile or supportive and practices that foster one or the other environment.

Chapter 15, “Day-to-Day Management for the Health Professional as Manager,” provides additional material for self-assessment, career development and the review of personal and professional goals, and the necessity for aligning these with the organization’s goals. The final appendix includes a complete wheel book for comprehensive analysis of the role and functions of the middle manager.

