



TRANSITION GUIDE TO

Leadership for Health Professionals

Theory, Skills, and Applications

FOURTH EDITION

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Leadership for Health Professionals: Theory, Skills, and Applications, Fourth Edition is the first textbook of its kind to apply classical knowledge of leadership theory and time-honored best practices of industry leaders to a health organization context. This comprehensive and well-organized text is grounded in real-world applications of theoretical concepts, and focuses on practical examples of leadership in actual healthcare scenarios. Themes such as organizational culture, cultural competency, ethical frameworks and moral practice, scientific methodology, and leader competencies are woven through the entire text.

- 35 mini case studies with suggested answers for instructors
- Excel exercises for hands-on student learning
- New chapter on Essential Leadership Knowledge in Health Quality and Safety
- New chapter on Leadership and Advocacy: Complementary Roles to Create Change
- New chapter on Leadership in the Healthcare Payer Ecosystem
- Instructor resources include a test bank, instructor manual, and slides in PowerPoint format

New to This Edition

In addition to updating each chapter with relevant examples of executive leadership, this Fourth Edition addresses important issues regarding healthcare competencies, as researched by the nation's leading professional organizations and associations in healthcare leadership and administration and includes new chapters on health quality and safety, advocacy, and the health insurance ecosystem. All chapters also include additional emphasis on an "application to practice" framework based on evidentiary leadership outcomes. Material on leading partnerships, health information systems, supply chains, inter-professional teams, and successful governance of managerial finance and outsourcing are also introduced. Scholars and students alike will also enjoy reading contemporary material relating to new statutory and regulatory issues that health executives must navigate. Finally, new material regarding healthcare quality and safety, advocacy, the health insurance ecosystem, and additional discussions of healthcare reform, value-based programs, leadership competency models for today's leaders, the 4Ps of Health Analytics, inter-professional teams, leadership transparency, hospital pricing transparency, and ethical responsibilities of leadership are presented.

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PART I LEADERSHIP FOUNDATIONS

Chapter 1 Leadership Thought

Chapter 1 includes minor updates and additional references.

Chapter 2 Determining Your Own Leadership Style

The discussion of leadership personality assessments in Chapter 2 has been revised, emphasizing application to practice. Minor updating to this chapter was completed but continued focus is on the following topics of this chapter:

- Social competence
- Leadership locus of control
- Planned behavior
- New material in the Jungian Assessments and Emotional Intelligence sections
- Minor updates and additional references

Chapter 3 Today's Health Leadership Challenges

Minor updates were completed in this chapter on leadership challenges of today. The chapter includes a macro-system health system model and corresponding leadership competency model. The previous Second edition's Chapter 3 on the anatomy and physiology of theory and models is included as Appendix A in the Fourth Edition.

Chapter 4 Chronology of Leadership Study and Practice

This chapter has received high praise as an authoritative chronology of leadership. Minor additions and references have been added to the chapter, specifically the model of Authentic Leadership by George.

PART II LEADERSHIP IN PRACTICE

Chapter 5 Leadership Competence I: Professional Competencies, and Personal Skills and Responsibilities

Chapter 5 has minor updates and a new integrated graphic and model of conflict management to prompt discussion but to incorporate an application into the conflict management paradigm (the new graphic also merges with the Chapter 5 student assignment). Tools for maintaining personal competence are addressed through forming relationships, networks, and alliances. Self-determination, reliance, and power are explored along with minor reference additions and updates.

Chapter 6 Leadership Competence II: Application of Skills, Tools, and Abilities

To build on material in Chapter 5, Chapter 6 has been slightly updated to foster an application to practice framework in executive leadership development. The chapter continues to address the following with minor reference updates:

- Strategic (calculated, premeditated, and deliberate) leadership
- Situational assessment
- Environment scanning
- Competency attainment through continuing health education

Chapter 7 Leadership Assessment and Research: Individual, Team, and Organization

Chapter 7 includes a moderate update with additional graphics and more contemporary nomenclature for the Fourth Edition.

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Chapter 8 Leadership Models in Practice

Chapter 8 added a model (PAARP) in the Third Edition and discussion on Inter-professional Teams in Health Organizations; minor updates were completed for this chapter. From the Second Edition, the Omnibus Leadership Model discussion has been moved to Appendix B in the Fourth Edition.

PART III LEADERSHIP IN HEALTH ORGANIZATIONS

Chapter 9 Leadership and the Complex Health Organization: Strategically Managing the Organizational Environment Before It Manages You

Chapter 9 features the CAAVE (Competitive, Avoiding, Adaptive, Vested, and Empathetic) Model as a way of exploring leading systems, transactional leadership, and leadership through the application of strategic positioning. Leading partnerships, shared services, and leveraging outsourcing success are all explored through an evidentiary and outcomes-based approach that is both practical and easy for the early careerist to understand. Supplemental material has been added to complement the chapter.

Chapter 10 Ethics in Health Leadership

In this chapter the importance of statutory and regulatory compliance issues surrounding executive decision making are addressed through historical precedents and law. Cases associated with the False Claims Act, the Federal Medicare/Medicaid Anti-Kickback Statute, Stark Law, Health Insurance Portability and Accountability Act (HIPAA), and the Emergency Medical Treatment and Active Labor Act are new examples. Leadership decision making relating to end-of-life decisions, abortion, spiritual preferences, and euthanasia are addressed in a manner that fosters critical thinking in early careerists. Hospital price transparency has been added to this chapter.

Chapters 11 Measuring the Outcomes of Leadership Initiatives

Chapters 12 Essential Leadership Knowledge in health Quality and Safety

Chapter 11 and the new Chapter 12 work well together in the Fourth Edition. Criteria from the Baldrige National Quality Award was added to Chapter 11 in the previous edition to help support a leader's need to measure outcomes in the health professions; minor updates were completed in chapter 11.

A new chapter 12 focusing on health care organization quality and safety was written in the context of value-based programs; the primary author of this chapter was a practicing physician with extensive quality, safety, value-based programs and informatics experience. The Third Edition Chapter 12 was moved to Appendix D in the Fourth Edition.

PART IV LEADING PEOPLE AND MANAGING RESOURCES INTO THE FUTURE

Chapter 13 Complexity, Speed, and Change: Leadership Challenges for the Next Decade

A minor update of this chapter was completed.

Chapter 14 Leadership and Advocacy: Complementary Roles to Create Change

A new Chapter 14, Leadership and Advocacy, has been selected for the Fourth Edition. The Third Edition Chapter 14 is now Appendix C in the Fourth Edition, but student assignments and test bank are still available under Appendix C.

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Chapter 15 Leading Nonperforming Employees: Leadership Responsibilities

In previous editions, new material on managing disruptive patient care providers was introduced in order to recognize the unique political and sensitivity issues that surround this population of employees. This chapter provides a framework suggested by The Joint Commission (TJC) to assist in developing policy for documentation and action. A small update was completed for this chapter.

Chapter 16 The Health Leader, Information, decisions, and Creating a Knowledge Culture: The 4 Ps of Health Analytics Adoption

Chapter 16 was new to the Third Edition. For the Fourth Edition, small updates were included such as emergency situations and data for decision support with an example dashboard used during the COVID-19 pandemic. A larger update involves the Value-Based Programs information and the various aspects of those programs and how they link to quality systems and outcomes. As in the last edition, the 4Ps of Health Analytics is the base model for this chapter.

Chapter 17 Leadership in the Healthcare Payer Ecosystem

Chapter 17 is a new chapter on the health insurance ecosystem. The chapter was written by seasoned health insurance executive with over 20 years of experience in the managed care industry. To expand the important health leader domain of knowledge, the payer perspective is critical to understand for health leaders to progress in their careers. A tremendous amount of great information has been compiled in this chapter covering an aspect of the health industry that is not as thoroughly taught to students as needed.

Chapter 18 Responsibilities of Mentorship and Succession Planning

Although largely unchanged from the previous editions, Chapter 18 (which was Chapter 17 in the Third Edition) includes material on a recommended mentoring philosophy for early careerists. The chapter completes the text with a strong emphasis for the reader to develop their leadership model for utilization in practice. More emphasis has been placed and updated on gender equity and reflection on equity and justice in mentoring, career progression and succession planning. The assignment called Part 3 and 4 Leadership Model should be assigned earlier in the course (mid-course) but links to this culminating chapter. For leadership model development, it may be very helpful to read Appendix A, Understanding Leadership as a Theory.

