Contents

Preface...........................................................................................................xi

Chapter 1 The Changing Scene: Organizational Adaptation and Survival........1
  The Changing Health Care Scene ...............................................................1
  Regulation of the Health Care Industry ....................................................2
  The Managed Care Era ............................................................................4
  Capitation: A Logical Progression? ...........................................................7
  Provider Growth: Mergers and Affiliations .............................................8
  The Virtual Enterprise............................................................................10
  Impact of Technology ............................................................................10
  Social and Ethical Factors .....................................................................11
  Introducing Organizational Survival Strategies ......................................12
  Bureaucratic Imperialism .......................................................................13
  Co-optation ............................................................................................15
  Hibernation and Adaptation ...................................................................17
  Goal Succession, Multiplication, and Expansion ....................................18
  Organizational Life Cycle ........................................................................19
  Exercise: Becoming a Split-Department Manager ...................................27
  Notes .......................................................................................................29

Chapter 2 The Challenge of Change............................................................31
  The Impact of Change ............................................................................31
  The Manager as Change Agent ...............................................................32
  Review of Successful Change ................................................................32
  Change and Resistance to Change ..........................................................41
  Case: In Need of Improvement? ...............................................................50

Chapter 3 Today’s Concept of Organizational Management.........................51
  The Nature of Management: Art or Science? ..........................................51
  Functions of the Manager .......................................................................52
CONTENTS

Chapter 4 Planning ................................................................. 89
  Characteristics of Planning ................................................. 90
  Participants in Planning ..................................................... 90
  Planning Constraints or Boundaries .................................... 92
  Characteristics of Effective Plans ....................................... 95
  Core Values, Philosophy, and Mission Statements ............... 98
  Overall Goals ..................................................................... 101
  Objectives .......................................................................... 102
  Functional Objectives ...................................................... 103
  Policies ............................................................................. 106
  Procedures .......................................................................... 110
  Methods ............................................................................. 115
  Rules ................................................................................. 116
  Project Planning ............................................................... 116
  Strategic Planning ........................................................... 117
  The Plan and the Process .................................................. 123
  Space Renovation and Planning ........................................ 124
  Exercise: Introduction to Strategic Plan Development ......... 124
  Exercise: From Intent to Action: The Planning Path .......... 125
  Notes ................................................................................. 125

Appendix 4–A ........................................................................ 126
Appendix 4–B ........................................................................ 136
Chapter 5 Decision Making ...........................................................147
Definition .........................................................................147
Participants in Decision Making........................................148
Evaluating a Decision’s Importance ...................................150
Steps in Decision Making..................................................150
Barriers to Rational Choice ...............................................156
Bases for Decision Making ................................................158
Decision-Making Tools and Techniques..............................159
Health Care Practitioners as Decision Makers ...................165
How Bad Decisions Get Made ..........................................166
Case: Paid to Make Decisions? ..........................................167
Exercise: The Troublesome Professional.............................169
Notes ................................................................................170

Chapter 6 Organizing ....................................................................171
The Process of Organizing.................................................172
Fundamental Concepts and Principles...............................173
The Span of Management .................................................176
Line and Staff Relationships ..............................................178
The Dual Pyramid Form of Organization in Health Care...................................................................180
Basic Departmentation......................................................182
Specific Scheduling ...........................................................184
Flexibility in Organizational Structure...............................184
The Organizational Chart ..................................................194
The Job Description ..........................................................198
The Credentialed Practitioner as Consultant .....................223
The Independent Contractor ............................................223
Guidelines for Contracts and Reports................................224
Exercise: Creating Organizational Charts .........................226
Exercise: Developing a Job Description .............................226
Appendix 6–A .................................................................227
Appendix 6–B .................................................................231

Chapter 7 Improving Performance and Controlling the Critical Cycle ..............................................................239
The Continuing Search for Excellence...............................240
The Management Function of Controlling .........................246
Six Sigma Strategies ............................................................249
Benchmarking ...................................................................251
Tools of Control.................................................................253
The Critical Cycle ...............................................................269
Chapter 10  Adaptation, Motivation, and Conflict Management  345
  Adaptation and Motivation .................................................. 345
  Patterns of Accommodation .............................................. 349
  Theories of Motivation ...................................................... 350
  Practical Strategies for Employee Motivation ..................... 352
  Appreciative Inquiry .......................................................... 354
  Conflict ............................................................................. 356
  Organizational Conflict..................................................... 357
  The Labor Union and the Collective Bargaining Agreement ........................................................................... 366
  Case: A Matter of Motivation: The Delayed Promotion ......................................................................................... 367
  Case: Charting a Course for Conflict Resolution:
    “It’s a Policy” .................................................................. 368
  Notes ................................................................................ 369
Appendix 10–A ........................................................................ 370

Chapter 11  Training and Development: The Backbone of Motivation and Retention  385
  Employee Development .................................................... 386
  Orientation ....................................................................... 387
  Training ............................................................................ 396
  Mentoring......................................................................... 404
  Exercise: What to Do When Budget-Cutting Threatens? ......................................................................................... 406
  Case: The Department’s “Know-It-All” .................................. 406
  Note .................................................................................. 408
Appendix 11–A ........................................................................ 409

Chapter 12  Authority, Leadership, and Supervision  415
  The Concept of Power ...................................................... 416
  The Concept of Influence .................................................. 417
  The Concept of Formal Authority ..................................... 417
  The Importance of Authority ............................................ 418
  Sources of Power, Influence, and Authority ....................... 419
  Restrictions on the Use of Authority .................................. 425
  Importance of Delegation.................................................. 426
  Leadership......................................................................... 429
  Orders and Directives.......................................................... 437
  Discipline.......................................................................... 439
  Case: Authority and Leadership: Rising from the Ranks ......................................................................................... 449
CONTENTS

Case: Discipline and Documentation—Here She Goes Again ................................................................. 450
Notes .................................................................................................................................................. 451

Chapter 13 Human Resource Management: A Line Manager’s Perspective ................................................. 453
“Personnel” Equals People .............................................................................................................. 454
A Vital Staff Function ...................................................................................................................... 454
A Service of Increasing Value ........................................................................................................ 455
Learning about Your Human Resource Department ..................................................................... 457
Putting the Human Resource Department to Work ..................................................................... 462
Some Specific Action Steps .......................................................................................................... 464
Further Use of Human Resources .................................................................................................. 466
Wanted: Well-Considered Input ....................................................................................................... 466
Understanding Why as Well as What ............................................................................................. 467
Legal Guides for Managerial Behavior .......................................................................................... 469
An Increasingly Legalistic Environment ....................................................................................... 476
Emphasis on Service ....................................................................................................................... 476
Case: With Friends Like This .......................................................................................................... 477
Case: The Management “Hot Seat” ................................................................................................. 478
Notes ................................................................................................................................................ 479

Chapter 14 Communication: The Glue that Binds Us Together ............................................................. 481
A Complex Process .......................................................................................................................... 482
Communication and the Individual Manager .................................................................................. 483
Verbal (Oral) Communication ........................................................................................................ 486
Written Communication .................................................................................................................. 495
Communication in Organizations .................................................................................................... 506
Case: The Long, Loud Silence ......................................................................................................... 511
Case: Your Word Against His ......................................................................................................... 512
Instructions ...................................................................................................................................... 513
Notes ................................................................................................................................................ 513

Chapter 15 Day-to-Day Management for the Professional-as-Manager .................................................. 515
Two Hats: Specialist and Manager ................................................................................................... 516
A Constant Balancing Act ................................................................................................................. 520
The Ego Barriers ............................................................................................................................. 521
The Professional Managing the Professional .................................................................................. 523
Leadership and the Professional ..................................................................................................... 528
Some Assumptions About People ................................................................................................... 529
Style and Circumstances .................................................................................................................. 530
The Professional and Change ............................................531
Methods Improvement......................................................533
Employee Problems...........................................................533
Communication and the Language of the Professional .....534
An Open-Ended Task........................................................536
Case: Professional Behavior—The Bumping Game ...........537
Case: Delegation Difficulties—The Ineffective Subordinate...................................................................538
Note..................................................................................539

Index .............................................................................541
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 manage-
ment 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 con-
trol, 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 man-
agement. We are grateful to our many colleagues who have journeyed with us over
many years and who have shared ideas with us.

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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 area-wide health care planning, end-of-life care coalitions, and area-wide emergency and disaster planning.

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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:**

- **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.