

FIFTH EDITION

# Management Principles for Health Professionals

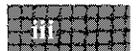
Joan Gratto Liebler

Charles R. McConnell



# Contents

	<b>Preface.....</b>	<b>xi</b>
<b>Chapter 1</b>	<b>The Changing Scene:</b>	
	<b>Organizational Adaptation and Survival.....</b>	<b>1</b>
	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.....	20
	Exercise: Becoming a Split-Department Manager .....	27
	Notes .....	29
<b>Chapter 2</b>	<b>The Challenge of Change.....</b>	<b>31</b>
	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
<b>Chapter 3</b>	<b>Today's Concept of Organizational Management.....</b>	<b>51</b>
	The Nature of Management: Art or Science?.....	51
	Functions of the Manager.....	52



The History of Management .....	55
The Systems Approach .....	58
Viewing the Work Organization as a Total System.....	65
Formal Versus Informal Organizations .....	67
Classification of Organizations .....	68
Classification of Health Care Organizations .....	70
Classic Bureaucracy .....	71
Consequences of Organizational Form .....	74
The Clientele Network.....	75
Clients .....	76
Suppliers .....	78
Advisers.....	80
Controllers .....	81
Adversaries .....	82
Example of Clientele Network for a Physical Therapy Unit .....	84
Exercise: Identifying and Describing the Management Functions .....	86
Notes .....	86

## Chapter 4

<b>Planning.....</b>	<b>89</b>
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
<b>Appendix 4–A .....</b>	<b>126</b>
<b>Appendix 4–B .....</b>	<b>136</b>

<b>Chapter 5</b>	<b>Decision Making.....</b>	<b>147</b>
	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
<b>Chapter 6</b>	<b>Organizing.....</b>	<b>171</b>
	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
	<b>Appendix 6-A .....</b>	<b>227</b>
	<b>Appendix 6-B .....</b>	<b>231</b>
<b>Chapter 7</b>	<b>Improving Performance and Controlling the Critical     Cycle .....</b>	<b>239</b>
	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

	Exercise: The Multiple-Path Flowchart: The Purchasing Request .....	271
	Exercise: Choosing an Adequate Control Mechanism: What Fits Best? .....	272
	Exercise: Promoting Total Quality Management (TQM).....	273
	Notes .....	273
<b>Chapter 8</b>	<b>Budgeting: Controlling the Ultimate Resource.....</b>	<b>275</b>
	Uses of the Budget .....	276
	Budget Periods .....	277
	Types of Budgets .....	278
	Approaches to Budgeting .....	281
	The Budgetary Process .....	283
	Capital Expenses .....	287
	Supplies and Other Expenses.....	290
	The Personnel Budget .....	294
	Direct and Indirect Expenses.....	298
	Budget Justification .....	299
	Budget Variances .....	300
	The General Audit .....	303
	Exercise: Adjusting the Budget .....	304
	Sample Operating Budget—Department of Physical Therapy .....	304
	Exercise: Belt Tightening—More Budget Adjustments .....	305
	Sample Health Information Department Budget.....	306
<b>Chapter 9</b>	<b>Committees and Teams .....</b>	<b>311</b>
	The Nature of Committees .....	312
	The Purposes and Uses of Committees.....	315
	Limitations and Disadvantages of Committees.....	319
	Enhancement of Committee Effectiveness.....	320
	The Committee Chairperson .....	325
	Committee Member Orientation .....	329
	Minutes and Proceedings.....	331
	Where Do Teams Fit In?.....	336
	As Employee Involvement Increases .....	337
	Employee Teams and Their Future .....	338
	Exercise: Committee Structures.....	341
	Case: The Employee-Retention Committee Meeting.....	342
	Notes .....	344

<b>Chapter 10</b>	<b>Adaptation, Motivation, and Conflict Management .....345</b>
	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
	<b>Appendix 10–A .....370</b>
<b>Chapter 11</b>	<b>Training and Development: The Backbone of Motivation and Retention .....385</b>
	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
	<b>Appendix 11–A .....409</b>
<b>Chapter 12</b>	<b>Authority, Leadership, and Supervision .....415</b>
	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

	Case: Discipline and Documentation—Here She Goes Again .....	450
	Notes .....	451
<b>Chapter 13</b>	<b>Human Resource Management: A Line Manager's Perspective .....</b>	<b>453</b>
	“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 <i>Why</i> as Well as <i>What</i> .....	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
<b>Chapter 14</b>	<b>Communication: The Glue that Binds Us Together .....</b>	<b>481</b>
	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
<b>Chapter 15</b>	<b>Day-to-Day Management for the Professional-as-Manager .....</b>	<b>515</b>
	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
<b>Index.....</b>	<b>541</b>