

# CONTENTS

Introduction to the Athletic Training Education Series xi

Preface xv ■ Acknowledgments xix

<b>CHAPTER 1</b>	<b>Theoretical Basis of Management . . . . .</b>	<b>1</b>
	Foundations of Management . . . . .	2
	A Brief History of Management . . . . .	6
	Three Management Roles . . . . .	10
	Improving Managerial Effectiveness . . . . .	16
	Applications to Athletic Training: Theory Into Practice . . . . .	17
	Summary . . . . .	19
	Key Concepts and Review . . . . .	19
<b>CHAPTER 2</b>	<b>Program Management . . . . .</b>	<b>21</b>
	Vision Statements . . . . .	22
	Mission Statements . . . . .	23
	Planning . . . . .	24
	Facility Planning . . . . .	39
	Meetings and Conferences . . . . .	41
	Program Evaluation . . . . .	55
	Applications to Athletic Training: Theory Into Practice . . . . .	67
	Summary . . . . .	69
	Key Concepts and Review . . . . .	70
<b>CHAPTER 3</b>	<b>Human Resource Management . . . . .</b>	<b>73</b>
	Factors Related to the Sports Medicine Organization . . . . .	75
	Staff Selection . . . . .	81
	Personnel Deployment . . . . .	105
	Staff Supervision . . . . .	110
	Performance Evaluation . . . . .	114
	Fair Labor Standards Act and Athletic Training . . . . .	126
	Applications to Athletic Training: Theory Into Practice . . . . .	127
	Summary . . . . .	128
	Key Concepts and Review . . . . .	129

<b>CHAPTER 4</b>	<b>Financial Resource Management . . . . .</b>	<b>131</b>
	Budgeting. . . . .	133
	Purchasing Supplies, Equipment, and Services . . . . .	139
	Inventory Management. . . . .	149
	Applications to Athletic Training: Theory Into Practice . . . . .	151
	Summary . . . . .	152
	Key Concepts and Review . . . . .	152
<b>CHAPTER 5</b>	<b>Facility Design and Planning . . . . .</b>	<b>155</b>
	Conceptual Development . . . . .	156
	Elements of Sports Medicine Facility Design. . . . .	166
	Applications to Athletic Training: Theory Into Practice . . . . .	182
	Summary . . . . .	184
	Key Concepts and Review . . . . .	184
<b>CHAPTER 6</b>	<b>Information Management . . . . .</b>	<b>187</b>
	Why Document? . . . . .	189
	Two Kinds of Information . . . . .	190
	Filing Sports Medicine Records . . . . .	207
	Applications to Athletic Training: Theory Into Practice . . . . .	208
	Summary . . . . .	209
	Key Concepts and Review . . . . .	209
<b>CHAPTER 7</b>	<b>Reimbursement for Health Care Services. . . . .</b>	<b>211</b>
	Insurance Systems . . . . .	213
	Third-Party Reimbursement . . . . .	218
	Claims Processing . . . . .	223
	Purchasing Insurance Services . . . . .	232
	Applications to Athletic Training: Theory Into Practice . . . . .	233
	Summary . . . . .	234
	Key Concepts and Review . . . . .	235
<b>CHAPTER 8</b>	<b>Legal Considerations in Sports Medicine . . . . .</b>	<b>237</b>
	Legal Principles . . . . .	239
	Reducing the Risk of Legal Liability . . . . .	242
	Strategies for Dealing With Legal Challenges . . . . .	254
	Applications to Athletic Training: Theory Into Practice . . . . .	256
	Summary . . . . .	258
	Key Concepts and Review . . . . .	258

<b>CHAPTER 9</b>	<b>Ethics in Sports Medicine . . . . .</b>	<b>261</b>
	Defining Ethics. . . . .	263
	Relationship Between Legal and Ethical Considerations. . . . .	266
	Three Approaches to Ethical Decision Making . . . . .	273
	The Act of “Whistle-Blowing”. . . . .	273
	Practicing Ethically as an Athletic Trainer: Specific Recommendations . .	274
	Cultural Competence . . . . .	276
	Applications to Athletic Training: Theory Into Practice . . . . .	280
	Summary . . . . .	281
	Key Concepts and Review . . . . .	281
<b>CHAPTER 10</b>	<b>Preparticipation Physical Exams and Drug-Testing Programs . . . . .</b>	<b>283</b>
	Organizing Preparticipation Physical Examinations . . . . .	284
	Organizing Drug-Testing Programs. . . . .	297
	Applications to Athletic Training: Theory Into Practice . . . . .	303
	Summary . . . . .	304
	Key Concepts and Review . . . . .	304
<b>Appendix A</b>	<b>WOTS UP Analysis for a Sports Medicine Program. . . . .</b>	<b>307</b>
<b>Appendix B</b>	<b>NATA Code of Ethics . . . . .</b>	<b>315</b>
Glossary	317 ■ Bibliography	325 ■ Index
		333 ■ About the Authors
		339