Professional English
Social Medicine and Health Management

社会医学与卫生管理专业英语

李林贵 编著

黄河出版传媒集团
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《社会医学与卫生管理专业英语》

编委

韩春艳　张战武　慕兴鹏　林蓉蓉
马文莉　汤露霞　虎翼　关曼露
张涛　杜倩

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Hippocratic Oath

I swear to fulfill, to the best of my ability and judgment, this covenant:

I will respect the hard-won scientific gains of those physicians in whose steps I walk, and gladly share such knowledge as is mine with those who are to follow.

I will apply，for the benefit of the sick，all measures [that] are required，avoiding those twin traps of overtreatment and therapeutic nihilism.

I will remember that there is art to medicine as well as science，and that warmth，sympathy，and understanding may outweigh the surgeon’s knife or the chemist’s drug.

I will not be ashamed to say “I know not，” nor will I fail to call in my colleagues when the skills of another are needed for a patient’s recovery.

I will respect the privacy of my patients，for their problems are not disclosed to me that the world may know. Most especially must I tread with care in matters of life and death. If it is given me to save a life，all thanks. But it may also be within my power to take a life；this awesome responsibility must be faced with great humbleness and awareness of my own frailty. Above all，I must not play at God.

I will remember that I do not treat a fever chart，a cancerous growth，but a sick human being，whose illness may affect the person’s family and economic stability. My responsibility includes these related problems，if I am to care adequately for the sick.

I will prevent disease whenever I can，for prevention is preferable to cure.

I will remember that I remain a member of society，with special obligations to all my fellow human beings，those sound of mind and body as well as the infirm.

If I do not violate this oath，may I enjoy life and art，respected while I live and remembered with affection thereafter. May I always act so as to preserve the finest traditions of my calling and may I long experience the joy of healing those who seek my help.

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Chapter 1

Introduction to Management

Learning Objectives

After you have read this chapter, you should be able to:

- ►Identify a manager's responsibility.
- ►Understand the definition of management.
- ►Describe the function and process of management.
- ►Explain the management roles.
- ►Discuss management skills.
- ►Explain how a management system does in the management activity.
- ►Describe the importance of management.

Management Insights

A Manager's Dilemma

You might be surprised to find the passionate emphasis placed on people management at a CPA firm. Yet, at Lipschultz, Levin & Gray, self-described "head bean counter," Steven P. Siegel, recognizes that his people make the organization. He describes his primary responsibility as assuring that LLG's clients have the best professionals working for them. And the best way to do this, Siegel feels, is by developing the creativity, talent, and diversity of its staff so that new knowledge can be acquired and shared without getting hung up on formal organizational relationships or having employees shut away in corner offices.

Siegel has implemented several significant changes at LLG. Because he's convinced that people do their best intellectual work in nontraditional settings, every telltale sign of what most people consider boring, dull CPA work has been eliminated. None of the firm's employees or partners has an office or desk to call his or her own. Instead, everyone is part of a nomadic group that wheels stuff (files, phones, laptops) to a new spot every day. Everywhere you look in the company's office, you see versatility, comfort, and eccentricity. For instance, a miniature golf course is located in the middle of everything. The motivation behind this open office design is to create opportunities for professionals to gather—on purpose or by accident—without walls, cubicles, or offices to get in the way.

Visitors to LLG realize that the firm is different as soon as they walk into the door. A giant wall-mounted abacus (remember the image of bean counters) decorates the interior. And visitors are greeted by a "Welcome Wall" with a big-screen television that flashes a continuous slide showing of one-liners about business, life, and innovation.

Keeping professionals excited about work that can be routine and standardized is a major challenge for Siegel. Now put yourself in Siegel's shoes. What managerial skills would you use to maintain an environment that encourages innovation and professionalism in his CPA firm?

What would you do?

Who Are Managers

It used to be fairly simple to define who managers were: They were the organizational members who told others what to do and how to do it. It was easy to differentiate managers from nonmanagerial employees; the latter term described those organizational members who worked directly on a job or task and had no one reporting to

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them. But it isn't quite that simple anymore! The changing nature of organizations and work has, in many organizations, blurred the clear lines of distinction between managers and nonmanagerial employees. Many traditional jobs now include managerial activities, especially on teams. For instance, team members often develop plans, make decisions, and monitor their own performance. And as these nonmanagerial employees assume responsibilities that traditionally were part of management, definitions we've used in the past no longer describe every type of managerial situation.

How do we define who managers are? A manager is someone who works with and through other people by coordinating their work activities in order to accomplish organizational goals. That may mean coordinating the work of a departmental group, or it might mean supervising a single person. It could involve coordinating the work activities of a team composed of people from several different departments, or even people from outside of the organization, such as temporary employees or employees who work for the organization's suppliers. Keep in mind, also, that managers may have other work duties not related to coordinating and integrating the work of others. For example, an insurance claims supervisor may also process claims in addition to coordinating the work activities of other claims clerks.

Is there some way to classify managers in organizations? There is, particularly for traditionally structured organizations—that is, those organizations in which the number of employees is greater at the bottom than at the top. We typically describe managers as first-line, middle, or top in this type of organization. Identifying exactly who the managers are in these organizations isn't difficult, although you should be aware that managers may have a variety of titles. First-line managers are the lowest level of management and manage the work of non-managerial individuals who are involved with the production or creation of the organization's products. They're often called supervisors but may also be called line managers, office managers, or even foremen. Middle managers include all levels of management between the first-line level and the top level of the organization. These managers manage the work of first-line managers and may have titles such as department head, project leader, plant manager, or division manager. At or near the top of the organization are the top managers, who are responsible for making organization-wide decisions and establishing the plans and goals that could have affected the entire organization. These individuals typically have titles such as executive vice president, president, managing director, chief operating officer, chief executive officer, or chairman of the board. In the chapter-opening case, Steven Siegel is a top-level manager. He holds the title of managing member and is involved in creating and implementing broad and comprehensive changes that affect the entire organization.

What Is Management

Simply speaking, management is what managers do. However, this simple statement doesn't tell us much. We define management as the process of coordinating work activities so that they are completed efficiently and effectively with and through other people. Let's look at some specific parts of this definition.

The process represents the ongoing functions or primary activities engaged in by managers. These functions are typically labeled planning, organizing, leading and controlling. We'll elaborate on these functions and the management process when we discuss what managers do.

We already know that the second part of the definition—coordinating the work of others—is what distinguishes a managerial position from a nonmanagerial one. In addition, management involves the efficient and effective completion of organizational work activities, or at least that's what managers aspire to do.

Efficiency refers to getting the most output from the least amount of inputs. Because managers deal with scarce inputs—including resources such as people, money, and equipment—they are concerned with the efficient use of those resources. For instance, at the Beiersdorf Inc. factory in Cincinnati, where employees made body braces and supports, canes, walkers, crutches, and other medical assistance products, efficient manufacturing techniques were implemented by cutting inventory levels, decreasing the amount of time to manufacture products, and lowering product reject rates. These efficient work practices paid off as the company was named one of Industry Week's best plants. From this perspective, efficiency is often referred to as "doing things right"—that is, not wasting resources. However, it's not enough just to be efficient. Management is also concerned with being effective, completing activities so that organizational goals are attained. Effectiveness is often described as "doing the right things"—that is, those work activities that will help the organization reach its goals. For instance, at the Beiersdorf factory, goals included open communication between managers and employees and cutting costs. Through various work programs, these goals were pursued and achieved. Whereas efficiency is concerned with the means of getting things done, effectiveness is concerned with the ends, or attainment of organizational goals. Management is concerned, then, not only with getting activities completed and meeting organizational goals (effectiveness) but also with doing so as efficiently as possible. In successful organizations, high efficiency and high effectiveness typically go hand in hand. Poor management is most often due to both inefficiency and ineffectiveness or to effectiveness achieved through inefficiency.

What Do Managers Do

Describing what managers do isn't an easy or simple task! Just as no two organizations are alike, no two managers' jobs are alike. But management writers and researchers have, after many years of study, developed some specific categorization schemes to describe what managers do. What are these categorization schemes? We're going to look at what managers do in terms of functions and process, roles, skills, managing systems, and situational analysis.

Management Functions and Process

In the early part of the twentieth century, a French industrialist by the name of Henri Fayol proposed that all managers perform five management functions: planning, organizing, commanding, coordinating, and controlling. In the mid-1950s, a management textbook first used the functions of planning，organizing，staffing，directing，and controlling as a framework. Most management textbooks （and this one is no exception） still continue to be organized around the management functions，although they have been condensed down to four basic and very important functions: planning，organizing，leading，and controlling. Let's briefly define what each of these management functions encompasses.

If you have no particular destination in mind，then you can take any road. However，if you have someplace in particular you want to go，and then you've got to plan the best way to get there. Because organizations exist to achieve some particular purpose，someone must clearly define that purpose and the means for its achievement. Management is that someone. The planning function involves the process of defining goals，establishing strategies for achieving those goals，and developing plans to integrate and coordinate activities.

Managers are also responsible for arranging work to accomplish the organization's goals. We call this function organizing. It involves the process of determining what tasks are to be done，who is to do them，how the tasks are to be grouped，who reports to whom，and where decisions are to be made.

Every organization includes people，and management's job is to work with and through people to accomplish organizational goals. This is the leading function. When managers motivate subordinates，influence individuals or teams as they work，select the most effective communication channel，or deal in any way with employee behavior issues，they are leading.

The final management function managers perform is controlling. After the goals are set and the plans are formulated （planning），the structural arrangements are determined （organizing），and the people are hired，trained，and motivated （leading），there has to be some evaluation of whether things are going as planned. To ensure that work is going as it should be，managers must monitor and evaluate performance. Actual performance must be compared with the previously set goals. If there are any significant deviations，it's management's job to get work performance back on track. This process of monitoring，comparing，and correcting is what we mean by the controlling function.

The reality of managing isn't quite as simplistic as these descriptions of the management functions might lead you to believe. There are no simple，cut-and-dried beginning or ending points as managers plan，organize，lead，and control. As managers do their jobs，they often find themselves doing some planning，some organizing，some leading，and some controlling，and maybe not even in that sequential order. It's probably more realistic to describe the functions managers perform from the perspective of a process. The management process is the set of ongoing decisions and work activities in which managers engage as they plan，organize，lead，and control. What this means is that as managers manage，their work activities are usually done in a continuous manner — that is，in a process.

The continued popularity of the functional and process approaches to describe what managers do is a tribute to their clarity and simplicity—managers plan，organize，lead，and control. But are these descriptions accurate? Let's look at another perspective.

Management Roles

Henry Mintzberg，a prominent management researcher，says that what managers do can best be described by looking at the roles they play at work. From his study of actual managers at work，Mintzberg developed a categorization scheme for defining what managers do. He concluded that managers perform 10 different but highly interrelated roles. The term management roles refers to specific categories of managerial behavior.（Think of the different roles you play and the different behaviors you're expected to exhibit and play in these roles as a student，a sibling，an employee，a volunteer，and so forth.）As shown in Exhibit 1，Mintzberg's 10 managerial roles can be grouped as those primarily concerned with interpersonal relationships，the

Table 1.Mintzberg’s Managerial Roles

Role	Description	Examples of Identifiable Activities
Interpersonal		
Figurehead	Symbolic head；obliged to perform a number of routine duties of a legal or social nature	Greeting visitors；signing legal documents
Leader	Responsible for the motivation of subordinates responsible for staffing，training，and associated duties	Performing virtually all activities that involve subordinates
Liaison	Maintains self-developed network of outside contacts and informers who provide favors and information	Acknowledging mail；doing external board work；performing other activities that involve outsiders
Informational		
Monitor	Seeks and receives wide variety of internal and external information to develop thorough understanding of organization and environment	Reading periodicals and reports；maintaining personal contacts
Disseminator	Transmits information received from outsiders or from subordinates to members of the organization	Holding informational meetings；making phone calls to relay information
Spokesperson	Transmits information to outsiders on organization’s plans，policies，actions，results，etc.	Holding board meetings；giving information to the media
Decisional		
Entrepreneur	Searches organization and its environment for opportunities and initiates “improvement projects” to bring about changes	Organizing strategy and review sessions to develop new programs
Disturbance handler	Responsible for corrective action when organization faces important，unexpected disturbances	Organizing strategy and review sessions that involve disturbances and crises
Resource allocator	Responsible for the allocation of organizational resources of all kinds- making or approving all significant organizational decisions	Scheduling；requesting authorization；performing any activity that involves budgeting and the programming of subordinates’ work
Negotiator	Responsible for representing the organization at major negotiations	Participating in union contract negotiations

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