

RAKICH/LONGEST/DARR

MANAGING
HEALTH
SERVICES
ORGANIZATIONS



SECOND EDITION

MANAGING HEALTH SERVICES ORGANIZATIONS

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Preface



This book should be most beneficial for two types of readers: persons engaged in the formal study of health services management and current managers who wish to supplement their experience. It is about managing those organizations engaged in delivery of health services. While historically hospitals and nursing homes have been the most prominent health services organizations (HSOs), others are achieving new importance: among them HMOs, free-standing urgent and surgicenters, home health agencies, and multi-institutional systems. All these, as well as the more traditional HSOs, face new environments—a repertoire of external interventions including new rules, changing demography, new technologies, greater accountability, increasing competition, and constraints on resources. As a result, contemporary and future HSO managers must work smarter, not just harder.

Our primary objective is to present the subject of management in a way that demonstrates its generic applicability to all types of HSOs. To do this a process orientation, i.e., how managers go about managing, is used. It examines management functions, concepts, and principles along with managerial roles, all within the context of the HSO and its broader environment, the health services delivery system. To the nascent manager, we seek to introduce new terminology and concepts that will provide a foundation for professional development. For the experienced manager, we seek to reinforce present skills and experience while providing concepts that may be new and thus worthy of consideration. For both, we seek to contribute to the task of meeting the challenges that lie ahead. It is clear that health services management is exceptionally dynamic and HSOs' environments are turbulent. As a result, there is both risk and opportunity. Managers who are prepared and innovative, who have vision, who are leaders rather than followers, and who proactively seize opportunities will meet those challenges successfully.

As with the first, this second edition has chapters grouped into parts, each of which has a short introduction. We recommend that they be reviewed prior to reading the text so readers can become acquainted with the book's overall scope. Part 1 contains one chapter which develops a management model for HSOs (Figure 1-6) containing input-conversion-output components. It serves as the framework for all succeeding parts and chapters.

Part 2 presents the setting in which HSO managers work. Its four chapters describe and analyze the health services environment and the HSOs in it. Included are extensive data concerning health services delivery, organizations and types, delivery mechanisms, health services workers, regulation and accreditation, financing and expenditures, and current trends. Ethical, legal, and technological considerations in health care are identified and implications for HSO managers addressed. Finally, organizational principles and concepts are developed and applied to the most complex of HSOs, the acute care hospital. Included are governing body, senior management, and medical staff relationships, as well as HSO corporate models and multi-institutional system arrangements.

Part 3 contains four chapters which have the overall themes of resource allocation, utilization, and control. Probably the greatest challenge to HSO managers is contending with scarce resources and their use. This carries implications for effectiveness—doing what you should, and doing it well—and efficiency—doing what you do with judicious use of resources. Strategic planning and marketing are presented along with a strategic planning model for HSOs. From such efforts, HSO objectives, strategies, and, therefore, priorities for resource allocation are developed. Managerial problem-solving and productivity improvement are activities which affect resource use. As financing mechanisms become increasingly prospective, i.e., output-based versus cost-based, productivity improvement will be a prerequisite to achieving HSO efficiency, and perhaps survival itself. Finally, resource and output control, including not only accomplishment of HSO objectives, but risk management and quality assurance are discussed.

Part 4 focuses on the human resource component of HSOs. A central theme throughout the book and the four chapters in this part is that managers accomplish work results and objectives through use of human as well as other resources. But, it is only through people that work gets done. As the most dynamic part of management, directing the efforts of organizational members is critical. Skills in motivation, leadership, and communication are prerequisites to being an effective manager. Similarly, awareness of the complexity of organizational dynamics and the managers' understanding of their role as an internal and external change agent are emphasized.

Part 5 contains two chapters about centralized human resource administration in HSOs: the acquisition and retention of personnel and labor relations. Although most managers are not directly involved with such activities, awareness of them is critical. The legal environment concerning acquisition and retention of human resources and the implications most managerial practices have vis-a-vis labor relations touches all HSO managers.

Part 6, Health Services Organization Management in Transition, is the last and contains one chapter, The New Management Milieu. In what we believe to be a unique format, each of the previous fifteen chapters is recapitulated with a presentation of our thoughts of what the management milieu may be like a decade from now. The futures component is not meant to be predictive or a specific forecast since that is a task no one undertakes with certainty. It is meant, however, to challenge readers to think about how they manage now and will manage in the future. If our work contributes to this, we will have achieved an additional objective.

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