



Essentials of Management and Leadership in Public Health

Robert E. Burke, PhD

Gordon A. Friesen Professor of Health Care Administration
School of Public Health and Health Services
The George Washington University
Washington, DC

Leonard H. Friedman, PhD, MPH

Professor
Department of Health Services Management and Leadership
School of Public Health and Health Services
The George Washington University
Washington, DC



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ABOUT THE EDITOR:

Richard K. Riegelman, MD, MPH, PhD, is Professor of Epidemiology-Biostatistics, Medicine, and Health Policy, and Founding Dean of The George Washington University School of Public Health and Health Services in Washington, DC. He has taken a lead role in developing the Educated Citizen and Public Health initiative which has brought together arts and sciences and public health education associations to implement the Institute of Medicine of the National Academies' recommendation that "...all undergraduates should have access to education in public health." Dr. Riegelman also led the development of George Washington's undergraduate major and minor and currently teaches "Public Health 101" and "Epidemiology 101" to undergraduates.



Prologue

Understanding the foundations of management is not just for managers. Appreciating the roles that management plays in getting the work of the world done is critical for all those who seek to understand public health.

Public health requires the full range of management skills—from budgeting to personnel, from planning to marketing. It also requires the personal skills of leadership that are so essential to the success of public health organizations. *Essentials of Management and Leadership in Public Health* provides insight into these diverse aspects of management and links them to the roles they play in public health.

Having completed the book, students will not be ready to manage but rather to appreciate what good managers and leaders do and how they do it. Thus, *Essentials of Management and Leadership in Public Health* is a good place to begin if your goal is to become a manager or to work with managers, which pretty much means all of us, regardless of our chosen field.

The roles of management are addressed through the perspective of leadership. Leadership is indispensable to the success of organizations over the long run. Understanding how the day-to-day roles of management relate to leadership is to understand the big picture of what management needs to do to succeed.

As the editors recognize, management can be thought of as a fundamental cross-cutting discipline, drawing on a wide range of specific fields of study. Therefore, the editors have brought together a highly experienced group of authors from a wide range of disciplines.

Essentials of Management and Leadership in Public Health's authors are also experienced managers. They share the common link of teaching in the Department of Health Services Management and Leadership of The George Washington University School of Public Health and Health Services, which is chaired by Robert Burke. Leonard Friedman and Robert Burke have worked hard to provide the book with a common voice and coherent approach.

Essentials of Management and Leadership in Public Health is central to the understanding of public health and the role it plays in protecting and promoting health and minimizing disease and disabilities. I am pleased that *Essentials of Management and Leadership* is a part of our *Essential Public Health Series*. It is an important book—whether you are new to public health or are reviewing basic principles in preparation for the certifying examination. Take a careful look, and you will take away concepts that will serve you well for many years to come.

Richard K. Riegelman MD, MPH, PhD
Editor, *Essential Public Health Series*



About the Authors

Robert E. Burke, PhD

Robert E. Burke is the Gordon A. Friesen Professor of Health Care Administration and Chair of the Department of Health Services Management and Leadership. He teaches courses in long-term care management, global health management, health behavior, and advocacy. He holds joint appointments in the Department of Health Policy and the Program in Health Sciences. In 2008, the Secretary of the Department of Veterans Affairs appointed Dr. Burke to a congressionally mandated Veterans Committee on Disability Determination that was an outgrowth of the Dole Shalala Commission.

Professor Burke is a medical sociologist and a nationally known expert in long-term care, with extensive experience in developing, evaluating, and implementing healthcare policy and managing multidisciplinary professional staff. He has conducted and directed health service research, payment, and evaluation projects, and is thoroughly versed in the policy and program issues of Medicare, Medicaid, and other public and private third-party payer systems.

As Department Chair, Professor Burke oversees a well-known and well-respected faculty that has been in continuous existence for fifty years. Dr. Burke held senior research positions at the Institute of Medicine, the General Accounting Office (now the Government Accountability Office), the Health and Retirement Funds of the United Mine Workers, and the Pepper Commission. He has worked with the Health Care Financing Administration (now The Centers for Medicare and Medicaid Services), directing the design of prospective payments systems for post-acute care.

Education

Master of Arts (Sociology), Boston College, 1970

Doctor of Philosophy (Medical Sociology), University of Florida, 1977

Leonard H. Friedman, PhD, MPH

Leonard H. Friedman is a Professor in the Department of Health Services Management and Leadership, and Director of the Master of Health Services Administration program. Dr. Friedman also holds a faculty appointment in the Department of Health Policy.

Dr. Leonard Friedman is an expert on the mechanisms of organizational change and strategic decision-making in health service organizations. He joined SPHHS in 2008 from Oregon State University, where he was professor in the Department of Public Health and coordinator of the school's health management and policy programs.

In his years in academia, Dr. Friedman's scholarly interests have evolved from the mechanisms by which hospitals decide to adopt certain technological innovations in clinical settings, to the underperformance of integrated health systems, to developing a model of organizational change practices. Dr. Friedman's research interests in health care

management centers around strategic management, organizational theory and behavior, and decision making in complex and uncertain environments.

Professor Friedman has taught classes in healthcare management, organizational theory and behavior in health care, health-care law and regulation, and strategic management and leadership in healthcare organizations. As part of his dedication to the field, Dr. Friedman has chaired the Health Care Management Division of the Academy of Management and is a member of the governing council at the Institute for Healthcare Improvement's Health Professions Education Collaborative. He has also been board chair of the Association of University Programs in Health Administration.

He received both his Bachelor of Arts degree and his Master of Public Health degree from California State University, Northridge. He was awarded both his Master of Public Administration degree and a Doctor of Philosophy in Public Administration from the University of Southern California, 1991.



Preface

This book is a composite of the best ideas and concepts garnered from the various specialties that comprise management and leadership in public health. The editors of this text posit that it takes many hands, skills, and talents to enable a person to evolve into an effective and respected leader and manager. As such, the editors sought authors who shared this perspective and invited these area experts to be chapter authors. The breadth of topics and expertise of the authors clearly exemplify the ideals and purpose of this book. The topics and writers also reflect the diversity and training of the faculty of our department of health services management and leadership. Taken as a whole, these various specialties and professionals come together such that “WE ARE ALL PUBLIC HEALTH MANAGEMENT.”

Peter Drucker was for many people the best-known and most highly respected management thinker of the 20th century. In 1989, writing in the *Harvard Business Review*, he observed: “Nonprofits need management even more than business does, precisely because they lack the discipline of the bottom line.” This implied focus on an organization’s desire to improve the human condition suggests a lack of concern with profitability and economic stability that directs publicly traded corporations. We believe that Professor Drucker would have applied the same logic to public health organizations. This is the objective of this book—to provide the readers with the information and perspective needed to become exceptional managers and leaders. Public health organizations include (but are not limited to) county and state health departments, community service agencies, and other nongovernmental organizations. All of these require managers who possess the skill and ability to guide the highly trained professional staff, support personnel, and generous volunteers through turbulent and uncertain environments.

Public health organizations are similar to their counterparts in the private sector where staff members who are very successful at the jobs for which they have specifically been educated are frequently recognized for their good work by being promoted into a management role. The assumption is that persons who are successful in the job for which they were originally hired will be equally successful in managing and leading others. We note an incongruity here that seems to permeate virtually every organizational form. While formal education (and even licensure) is needed for most public health jobs, management roles require nothing other than common sense, familiarity with the organization’s policies and procedures manual, an orientation to specific rules and regulations, and in certain enlightened organizations, an off-site weekend-long intensive seminar on personnel management. We believe the idea that management requires no particular education, preparation, or talent is at best naïve and at worst dangerous to the health and well-being of the organization and the clients served.

We have worked to craft a textbook in management and leadership in public health with one assumption and two goals in mind. Our assumption is that management and leadership are two sides of the same coin. Both activities are action oriented and are ultimately about getting things done. The difference is perspective. We concur that Warren Bennis was right when he said that managers do things right and leaders do the right things (Bennis and Nanus, 1985).

The first of our goals is to give the readers the basic tools they will need to become effective managers and leaders in their organization. There are a set of theories and skills that come together to form the foundation of the tool kit of management and leadership. This book explicitly sets out to help new managers identify the important tools they will need in this role, or in the case of more experienced managers, develop their abilities to better use those tools. The second goal of this book is to help light a spark in the reader to learn more about management and leadership. One book, no matter how well-written, is a necessary but not sufficient condition. There is so much more that can be read and learned. In fact, universities have courses as well as undergraduate and graduate degree programs dedicated to management and leadership. We hope that you will take this book as the first step in your journey to develop a deeper and more profound understanding of the many talents and skills management and leadership require.

One final thought cycles back to our assumption about management and leadership. Reading about this is not enough. Getting better in these roles requires you to actually get out and participate in managerial and leadership roles. In this way, you will know whether you have the innate talent and ability to be truly successful as a manager and leader. Communities around the world depend on well-managed and skillfully led public health organizations to provide needed services in a safe, efficient, and effective manner. We appreciate your taking the first step on this important journey. We encourage your diligence and, most importantly, we look forward to being witnesses to your success at leading and managing public health programs and services in the years ahead.

Robert E. Burke, PhD
Leonard H. Friedman, PhD, MPH
Co-editors



Contributors

Douglas Anderson, MHA, FACMPE

Beginning in 2004, Mr. Anderson has been a faculty member in the Department of Health Services Management and Leadership in the School of Public Health and Health Services at The George Washington University. His teaching responsibilities include Physician Practice Management, Introduction to Economics and Management Principles in Healthcare, and Healthcare Policy Analysis.

For the past 30 years, Professor Anderson successfully managed and directed physician group medical practices and has written and presented in this area of health policy. His work experience includes functioning as the Chief Executive Officer of a multi-site orthopaedic group practice, the CEO of a multi-site, multi-state ophthalmology group practice, the Chief Operating Officer of a multi-state, multi-specialty medical group practice, and the COO of a multi-site primary care practice. He also established a Medical Services Organization for an integrated health delivery system operating in a three-state region, and provided development resources to affiliated medical practices and individual physicians.

Professor Anderson provides consultative services to medical groups, and is an active member in the Medical Group Management Association. A respected and gifted speaker, he is known for giving presentations on medical practice management at the local, state, and national level. He achieved life member status as a Fellow in the American College of Medical Practice Executives.

Professor Anderson has a BA in Psychology from the University of North Carolina at Chapel Hill and a Masters in Health Administration from Duke University. At this time, he is pursuing a PhD in Public Policy from George Mason University, with a concentration in health policy. His research interests focus on the policy implications of the organizational structure of medical group practice organizations.

Philip Aspden, MA, PhD

Philip Aspden has consulted in telecommunications and technology-based economic development for a wide range of high-tech firms, public bodies, and foundations, both in the United States and Europe. Earlier, he was a scientific civil servant in the British Civil Service and a research scholar at the International Institute for Applied Systems Analysis, Vienna, Austria. Dr. Aspden is a Senior Program Officer on the staff of the Board on Science, Technology, and Economic Policy at the National Academy of Sciences.

Kurt J. Darr, JD, ScD

Kurt J. Darr is a Professor of Hospital Administration in the Department of Health Services Management and Leadership. Dr. Darr's main research interests center on health services ethics, hospital and medical staff organization and management, quality and productivity improvements, and applying the Deming method in health services delivery.

It is the "ah-ha" moment on the face of a student who suddenly grasps a complex concept that helps Dr. Darr feel so professionally fulfilled. Since his first full-time academic appointment at The George Washington University in 1973, he has found the elusive "joy in work," a concept described by the master management theorist W. Edwards Deming.

Dr. Darr gained hands-on experience as an administrator at the Mayo Clinic and in the US Navy Medical Service Corps before turning to a career in academics. In addition to a doctoral degree, he has completed post-doctoral fellowships with the Department of Health, Education, and Welfare (now the Department of Health and Human Services), the World Health Organization, and what is now the Commission on Accreditation of Healthcare Management Education.

He received his Bachelor of Arts in History and Political Science at Concordia College, both his Juris Doctor and his Master of Hospital Administration at The University of Minnesota School of Law, and was awarded his Doctor of Science from The Johns Hopkins University School of Hygiene and Public Health.

Steven R. Eastaugh, ScD

Steven R. Eastaugh is a Professor in the Department of Health Services Management and Leadership. Dr. Eastaugh's main research interests include health finance and economics, capital budgeting, financial ratio analysis, profitability and liquidity, cost-benefit and cost-effectiveness, and technology assessment. For the past thirty years, Dr. Eastaugh has taught health finance and economics. The author of seven books and more than 140 journal articles, Dr. Eastaugh is a nationally acclaimed speaker, consultant, and agent of change who has traveled to some 36 countries as part of his health services research.

Prior to coming to The George Washington University, Dr. Eastaugh taught at Cornell University and was a senior staff health economist at the National Academy of Sciences. He was trained at both Harvard and The Johns Hopkins Universities, where he received his Bachelor of Arts in Biochemistry and Economics, Master of Science in Public Health, Harvard University, and Doctor of Science in Public Health, Johns Hopkins School of Hygiene and Public Health.

Pamela Clapp Larmee, CFRE

Pamela Clapp Larmee, CFRE has over fifteen years of fundraising experience focused in higher education and health care. She is an independent consultant providing fundraising and strategic planning services including program development, board leadership, volunteer management, and campaign strategy. She has worked with John Wm. Thomas Consulting, LLC and Capital Development Strategies for clients including the National Health Museum, the International Society for Quality of Life Research, and the National Association of Criminal Defense Lawyers.

Pam is the former Associate Vice President of Medical Center Advancement at The George Washington University in Washington, DC. For five years, she led the overall development and alumni relations efforts of the Medical Center, including the School of Medicine and Health Sciences and the School of Public Health and Health Services. She also was responsible for the creation and implementation of a grateful patient fundraising program. She holds an English degree from the University of Michigan and an Association for Healthcare Philanthropy (AHP) certificate in fundraising management.

Blaine Parrish, PhD, MA

Blaine Parrish is Associate Dean for Student Affairs and Assistant Professor in the Department of Health Policy. For the School of Public Health and Health Services (SPHHS) he teaches courses in Management Approaches to Public Health, and for the Department of Health Policy he teaches Advanced Health Policy Analysis.

An expert in the field of leadership, organization, and management, Dr. Parrish's scholarly interests focus on community-based organizations that provide public health services to vulnerable and underserved populations. He joined SPHHS in 2002 as program manager at the Forum for Collaborative HIV Research, which is affiliated with the Department of Prevention and Community Health. The Forum is a public-private partnership that facilitates discussion on emerging issues in HIV clinical research and works to transfer research results into care. In earlier positions, Dr. Parrish served as a public health analyst in the HIV/AIDS Bureau at the Health Resources and Services Administration (HRSA).

Dr. Parrish earned his Bachelor of Arts at the University of Central Oklahoma, his Master of Arts at the University of Texas at Arlington, and was awarded his Doctor of Philosophy at Capella University.

Sara Rosenbaum, JD

Sara Rosenbaum is Chair of the Department of Health Policy and Harold and Jane Hirsh Professor of Health Law and Policy. She also holds an appointment as Professor of Health Care Sciences at The George Washington University's School of Medicine and Law.

As a scholar, educator, and national leader, Professor Rosenbaum has dedicated her career to promoting more equitable and effective healthcare policies in this country, particularly in the areas of Medicaid and Medicare, managed care, employee health benefits, maternal and child health, community health centers, and civil rights in healthcare systems. Her commitment to strengthening access to care for low-income, minority, and medically underserved populations has had a transforming effect on the lives of many Americans, particularly children.

Professor Rosenbaum's research focuses on the many ways in which the law intersects with the nation's healthcare and public health systems, with a particular emphasis on civil rights, quality of care, insurance coverage, and managed care. She is co-author of *Law and the American Health Care System*, a widely used health law textbook.

As a noted scholar, public officials, the media, and healthcare organizations regularly seek Professor Rosenbaum's expertise. She serves on the board of numerous national organizations.

Ms. Rosenbaum received her Bachelor of Arts from Wesleyan University and her Juris Doctor from Boston University School of Law.

