

THIRD EDITION

Organizational Behavior in HEALTH CARE

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To my husband

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Preface

In 2005 with the first edition of this book, I wrote, “the U.S. health care industry has grown and changed dramatically over the past twenty-five years.” That was an understatement! Since the passing of the Patient Protection and Affordable Care Act of 2010, the industry has experienced some of the most dynamic changes that health care managers have seen. In the coming years, more system-wide changes will occur as we continue our push forward to achieve value-based health care. Health care managers are quickly learning that what worked in the past may not work in the future. As such, I was compelled to write an organizational behavior book specifically for health care managers who are on the front lines every day, motivating and leading others in a constantly changing, complex environment. This is not an easy task, as I know firsthand!

The purpose of this book is to provide health care managers and other professionals with an in-depth analysis of the theories and concepts of organizational behavior while embracing the uniqueness and complexity of the industry. Although health care is similar to other industries, it is also very different. As the nation’s largest industry, it employs more than 15 million people in numerous interrelated and interdependent segments.

Using an applied focus, this book provides a clear and concise overview of the essential topics in organizational behavior from the health care manager’s perspective. It is my goal that this book will give you a greater understanding of why and how people and groups behave the way they do in the workplace. With this knowledge, you will be able to predict and thus effectively influence the behavior of those you lead. Please let me know if I accomplish my goal! You can reach me at nborkows@uab.edu.

In addition, I tried to ensure that I referenced all the individuals whose work contributed to the development of this book. However, if by chance I failed to give credit to someone along the way, please contact me so I may make the necessary correction.

At this time I wish to acknowledge individuals without whose efforts and support I would not have been able to complete this book. First, I wish to thank my colleagues and third edition contributors, Jean Gordon, Paul Harvey, Mark Martinko, and Jeff Ritter. Second, I thank my wonderful family for

their patience, understanding, and support over the years. Finally, I wish to thank the many wonderful and caring people employed throughout the health care industry that I have had and will have the opportunity to work with. My life continues to be blessed by these dedicated individuals!

Thank you for purchasing (and reading) my book. I welcome your comments and suggestions.

With personal regards,

Nancy M. Borkowski, DBA, CPA, FACHE, FHFMA

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About the Author

Nancy M. Borkowski, DBA, CPA, FACHE, FHFMA, is Professor in the Department of Health Services Administration at the University of Alabama at Birmingham. She received her DBA with specializations in health services administration and accounting from Nova Southeastern University. Dr. Borkowski has over 20 years' experience in the health care industry and is a two-time past recipient of the American College of Healthcare Executives' (ACHE) Southern Florida Senior Career Healthcare Executive Award, which recognizes individuals who have made significant contributions to the advancement of health management excellence.

A nationally recognized author, Dr. Borkowski is also a certified public accountant, board certified in health management, and a Fellow of both the American College of Healthcare Executives and the Healthcare Financial Management Association. The first edition of her book *Organizational Behavior in Health Care*, referred to as "one of the most significant advances in the field of health services administration," was honored with the *American Journal of Nursing's* 2005 Book of the Year Award for nursing leadership and management. Dr. Borkowski is the author of three textbooks that are widely used in graduate and undergraduate health administration and nursing programs both nationally and internationally.

Dr. Borkowski's work has been published in the *Journal of Ambulatory Care Management*, *Leadership in Health Services*, *Group & Organization Management*, *Organizational Behavior and Human Decision Processes*, *Health Care Management Review*, *Journal of Health Administration Education*, *Journal of Health and Human Services Administration*, *International Journal of Public Administration*, and various other journals.

Her teaching interests are leadership, organizational behavior, and strategic management. Dr. Borkowski is a past recipient of the ACHE's Excellence in Teaching Award, which is given to faculty who engage in furthering academic excellence and the professional development of health management students.

Over the past decade, Dr. Borkowski has served in various leadership roles for the Academy of Management's Health Care Management Division, the American College of Healthcare Executives' Southern Florida Regent's Advisory

Council, the South Florida Healthcare Executive Forum, and various other health-related organizations. In 2013, Dr. Borkowski received the Jessie Trice Hero Award for her leadership and commitment to improving the lives of underserved and minority populations. She has also been honored with the Exemplary Service Award from the American College of Healthcare Executives (2012) and the Reeves Silver Merit Award from the Healthcare Financial Management Association (2014).