**WHAT’S NEW IN THE SEVENTH EDITION?**

*Management Principles for Health Professionals, Seventh Edition*, continues to present foundational principles of management in the context of contemporary health care. The seventh edition reflects current issues by linking them to basic principles. Newly added examples include corporate compliance, standards of conduct and mandatory reporting, eHealth (its expansion, plus issues relating to reimbursement), revenue cycle considerations, cultural competency and diversity training, comparative effectiveness reviews. There is continuing expansion of material relating to HIPAA, the electronic health record/personal health record, due diligence reviews, and healthcare reform legislation.

Examples and exhibits have been updated throughout. New figures and examples have been provided where changes indicated such need. Examples reflect a wide variety of settings, including acute care, observation units, urgent care, rural critical access care facilities, neighborhood health centers, secure personal care units, continuing care facilities, and rapid treatment centers. Examples feature various patient groups, including the frail elderly, at-risk youth, and homeless youths and adults. A full-scale plan, with 500-day implementation schedule is included to illustrate project management. Newly emerging job/positions are included, e.g. compliance officer, privacy specialist, nurse navigator, data quality and analysis specialist, and contractual management teams.

**SPECIFIC CHAPTER UPDATES**

Chapter 1, “The Dynamic Environment of Health Care”, presents a template for analyzing megatrends in health care with attention to clients, the family as caregiver, professional practitioners, the healthcare marketplace and settings, the impact of technology(including eHealth and virtual health, data mining, the health information exchange, and social/cultural factors. An expanded section on financing and reimbursement is included. The characteristics of the effective manager are delineated.

Chapter 2 “The Challenge of Change” includes detailed examples relating to the continued implementation of the electronic health record (including outreach campaigns and meaningful use initiatives), the organizational restructuring resulting from marketplace forces, and continuing impact of healthcare reform legislation.

Chapter 3 “Organizational Adaptation and Survival” includes expanded discussion of competition and adversarial relationships. Extensive analysis of the effects of mergers, partial or full closure of a facility, and the final stages in the organizational life cycle is developed. The main features of the manager’s concerns and activities during this phase are amplified.

Chapter 4 “Leadership and the Manager” was formerly Chapter 12, “Leadership, Authority and Supervision.” The material concerned with knowing one’s own leadership style has been expanded. Information presented on orders and directives has been moved to Chapter 11, “Communication,” and the discussion of supervision and discipline has been moved to Chapter 10, “Adaptation and Motivation and Conflict Management.”

Chapter 5 “Planning and Decision Making” adds material relating to the consequences of non-decision or delayed decision making, along with the second and third order impact of decisions. More examples of the after-action report are included. Under the topic of planning, project management is presented, including the role of the project manager along with project evaluation through process and outcome reviews. A complete project, coupled with a 500-day implementation plan, is provided to illustrate the extensive nature of project delineation, activity description, and evaluation cycles.

Chapter 6 “Organizing” provides additional discussion of the job analysis, classification, and job description interrelationship. New/emerging/changing job titles and responsibilities are included, e.g. the corporate compliance officer, the data quality specialist, privacy officer. Standards of conduct and mandatory reporting are added to the orientation module. The role and function of the external, contract management team is delineated. The changing characteristics of the work force are highlighted. The Management Inventory to forecast staffing needs is developed. The consultant report reflects current issues relating to transition from hard-copy to electronic health records, and the resulting legacy systems, changes in data entries and studies relating to shorter stay admissions compared to balance-of-life admissions in skilled care, and the necessity of studies relating to patterns of readmission to acute care, and studies about secure personal care units (including suspected elder abuse because of involuntary seclusion).

Chapter 7 “ Committees and Teams” offers refined and expanded information concerning employee teams and their legality and advice and guidance for building and maintaining a departmental team.

Chapter 8 “Budget: Planning and Implementation” is essentially the same as the former Chapter 7, “Budgeting: Controlling the Ultimate Resource.”

Chapter 9 “Training and Development: The Backbone of Motivation and Retention” New material has been added to reflect diversity and cultural competence.

New material has been added to address the mutual responsibilities, and the elements of an affiliation agreement/contract between the healthcare organization and external academic programs for clinical practice rotations.

Additional aspects of the training design are included to reflect the needs assessment for training, aspects of interpersonal skills, and challenges associated with difficult client interaction.

Chapter 10 “Adaptation, Motivation, and Conflict Management”

Motivational strategies for dealing with crisis incidents are explained.

The impact of downsizing is explained in detail, including the environment created when layoffs occur, the effects on employees who must be released, and the reactions of “survivors” who are expected to do more with less at a time when morale and motivation have been adversely affected.

Labor union trends and issues are highlighted and the sample labor contract has been updated.

Chapter 11 “Communication: The Glue That Binds Us Together” was formerly Chapter 14. Plans and preparations for addressing communication during a crisis are stressed via the need for disaster planning. Material concerning “the grapevine” and the manager’s role in rumor control is presented, and information concerning orders and directives has been moved here from an earlier chapter.

Chapter 12 “The Middle Manager and Documentation of Critical Management Processes”

The full-scale examples of reports, strategic plans, and due diligence reviews reflect current points of emphasis, including regional health information exchanges, telecommuting issues, upgrading job titles and content (including certifications and qualifications), and participation in clinical practice programs, and achievements related to external rating reviews (e.g. Medicare 5-Star rating).

Chapter 13 “Improving Performance and Controlling the Critical Cycle”

Ideas for topics for studies reflect current issues such as comparative effectiveness evaluation, outcome measurement, RAC audits and payment error reviews, AHIMA governance principles, issues specific to critical access/rural facilities (e.g. use of and reimbursement for telehealth; swing bed usage; pattern of transfer to regional tertiary centers); no-show and cancelled appointment patterns; cultural and linguistic services.

Seven categories of performance improvement studies are described.

Selected strategies of improvement processes are noted, including rapid cycle improvement, waterfall/cascading impact reviews, root cause analysis. An application of dashboard reporting is given, reflecting its use in a disaster situation.

Three examples are given to reflect the unanticipated consequence of planning: when an improvement fails and negative outcomes occur.

Chapter 14, "Human Resources: A Line Manager's Perspective," formerly Chapter 13, Is essentially unchanged from the previous edition, although laws applicable to employment were reviewed for updates.

Chapter 15, "Day-to-Day Management for the Health Professional as-Manager" has been slightly expanded to address the development and management of one's own career.