Health Organizations

SECOND EDITION

Theory, Behavior, and Development

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DEDICATION

To James Allen Johnson IV, Joseph Mark Johnson, and Arianna Elizabeth Johnson

JAJ

To Emily Jillian Carr and Addison Olivia Carr

CCR

IN MEMORIUM

To those who have passed since the first edition:

M. Nicholas Coppola (chapter author)
Reuben R. McDaniel (chapter author)
and
Elizabeth R. Johnson (daughter and artist)

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Foreword

Excerpt from First Edition

Until now, there has been no integrated view on health organization theory. This book comes as a much-needed initiative of Dr. James Allen Johnson and a group of scholars and experts in an attempt to fill a void existent in health administration education. It provides an integrated view of organization theory, organization behavior, and organization development, making it one of the first books on the integration of these three critical interconnected domains. Integrated knowledge and understanding are needed in health care in order to prepare organizations for an uncertain future. This compendium of knowledge will attract significant attention from the healthcare administration and public health academic communities with its potential to enhance the professional development and education of our future leaders.

Lorenzo Gonzalez, MD, DHA
Former Secretary of Health, Puerto Rico

Second Edition

Having known Dr. James Johnson for over 20 years, as a friend, colleague, and co-author, I am pleased to write this Foreword for the second edition of *Health Organizations*. Much has changed since the first edition appeared in 2009. The three-part focus of this book—theory, behavior, and development—brings students and scholars current on the dynamic changes and continuous improvements we see in health organizations. Today, perhaps more than ever, we are in need of this book to better prepare healthcare leaders and managers for the challenges facing our healthcare system. This book is both comprehensive in its scope and rich in its diversity of topics. With the addition of Dr. Caren Rossow and a select group of guest authors to his team, Dr. Johnson has yet again produced a book that students will find an essential part of their health administration education. Furthermore, they will come to know this book as a valuable resource they will turn to many times after graduation.

Leiyu Shi, DrPH, MBA, MPA
Professor, Johns Hopkins University

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Preface

The first edition of this book was written to address a significant need in health administration education. While at that time—about 10 years ago—there were many textbooks available for courses in organizational behavior, there were few that addressed organization theory and even fewer that discussed organization development in health care. Many university professors and instructors, as they do now, preferred to have a text that addressed all three domains. Drawing upon the expertise and experience of colleagues in various disciplines from universities, government, and hospitals, I brought these three interconnected domains together. Both the first and the second editions address the domains in three sections: Part I, Organization Theory; Part II, Organization Behavior; and Part III, Organization Development, each containing key chapters that discuss foundations, research, and new directions. Furthermore, for the second edition, I enlisted the help of a friend and colleague, Dr. Caren Rossow. She brought extensive clinical and leadership experience to the project and was instrumental in the process of updating the book, while also bringing new material, studies, and perspectives into the second edition.

A summary of the three overarching themes in Parts I, II, and III are as follows:

Organization Theory and Foundations: Health organizations are complex human systems that have evolved over time and continue to do so. There have been many theories drawing from the fields of psychology, sociology, economics, political science, anthropology, and, lately, physics in an attempt to explain the phenomenon of organization. Each of the theories has changed as social science and behavioral research offered new findings and perspectives on human behavior in groups and larger aggregates. The classical theories of organization were primarily mechanistic and relied heavily on the knowledge advanced in the industrial age. Modern organization theory takes more of a systems approach that accounts for human dynamics and change. Today, emerging theories draw upon new insights from biology and physics, where organizations are seen as complex adaptive systems interconnected with the larger environment. Postmodern theory and our increasing understanding of complexity take us even further.

Organization Behavior and Dynamics: By virtue of the distinct care mission, health organizations have unique behavioral qualities. This book examines power, influence, conflict, motivation, group dynamics, values, communication, and leadership in the context of caring and the striving for the well-being of patients, families, employees, and the communities being served.

Additionally, the realities of organization dysfunction and stakeholder dynamics are addressed.

Health organizations are composed of highly credentialed professionals who function under considerable scrutiny within many prescribed guidelines. The challenge of managing in this environment can be daunting. However, effectiveness can be improved by achieving a higher level of understanding of individual, group, and organization behavior.

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Organization Change and Development: Lastly, health organizations are not static. The one constant, as with all systems, seems to change. Leaders and managers are tasked to facilitate and manage the change that is inevitable in modern organizations. This can best be done in a systematic, planned way utilizing approaches found in organization development and team building. This section of the book helps the student and practitioner use theories of organization and knowledge of organization behavior in ways that foster change in productive and sustainable ways, resulting in better outcomes. Team development, board development, physician/clinician development, and organization development and learning are all addressed. Challenges such as disaster preparedness, globalization, and sustainability are also discussed.

As you read the book and engage in the discussions recommended in each chapter, it is important to remember the significant responsibility you have as a current or future healthcare manger and leader. You will have a responsibility to yourself, coworkers, the organization, and the individuals and communities you serve. Part of this responsibility can be met by committing to life-long learning and continuously seeking to better understand physical and social phenomena. This includes an understanding of organizations as human-created systems. As our insightful colleague Margaret Wheatley once said, "Rather than thinking of organization as an imposed structure, plan, design, or role, it is clear that in life, organization arises from the interactions and needs of individuals who have decided to come together." It is in this coming together that a meaningful purpose begins to manifest and then the great potential of health organizations making the world a better place for all fully emerges.

James A. Johnson, PhD, MPA, MSc

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Dr. Caren C. Rossow is an Assistant Professor of healthcare administration at the Vera Z. Dwyer College of Health Sciences, Judd Leighton School of Business, and the College of Liberal Arts and Sciences at Indiana University of South Bend. Currently, Dr. Rossow teaches graduate and undergraduate courses in healthcare management,

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health policy and advocacy, ethics, and healthcare human resource management. Prior to her academic appointment, she worked over 30 years in a number of divisions and director and management positions in community hospitals and regional healthcare systems. She has a comprehensive background in various healthcare service lines and is experienced in planning, operations, logistics, finance, and human resource management. Since completing her doctorate she has presented internationally and authored peer-reviewed articles and book chapters. Her research interests include international health, pandemics, health systems in crisis, and organizational and biomedical ethics. Dr. Rossow has participated in 12 study abroad and service learning trips to five countries, most recently co-leading trips to both Sweden and Belize. Dr. Rossow completed an MSA at the College of Business, University of Nortre Dame, and a CIH (Certificate in International Health) and DHA at the Dow College of Health Professions, Central Michigan University. Dr. Rossow is also a registered nurse (RN) and a Fellow in the American College of Healthcare Executives (FACHE).

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