



NEW LEADERSHIP

**FOR TODAY'S
HEALTH CARE
PROFESSIONALS
SECOND EDITION**

EDITED BY

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*I dedicate this book to my wife of 33 years,
Judy, and my children, Rebecca and Nicholas,
who make me proud every day.*

–Louis Rubino

*I dedicate this book to my wife, Caroline, for
her constant love and support throughout
my career.*

–Salvador Esparza

*I dedicate this book to E.G. and Effie
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motivation, and to my husband, Anastasios
Chassiakos, for his patience and support.*

–Yolanda S. Reid Chassiakos



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Foreword

Leaders in healthcare organizations have consistently stated that healthcare management is one of the most challenging yet rewarding professions. Organizational leaders face numerous issues, such as complying with increased regulations, fostering employee engagement, creating a positive patient experience, and maximizing revenue. The work of healthcare leaders is not only vital but gratifying. Serving people in times of great need and vulnerability provides significant intrinsic motivation for healthcare leaders. However, the dynamic nature of healthcare organizations and their environments necessitates new leadership thinking and practice.

The growth in the number of healthcare management programs and their increasing enrollments underscore the key role educational programs play in the preparation of future healthcare leaders. The education of leaders is critical to advancing the field of practice. The editors have crafted the update of this book with one goal in mind: to provide students with updated concepts, strategies, and practical skills to develop and perform as effective leaders.

While the impact of healthcare leadership is widely acknowledged, the practice of healthcare leadership is in a state of flux. It is clear that leadership is multidimensional. Organizational leaders are faced with a tough balancing act: meeting the needs of their patients and communities while achieving desired organizational metrics. These challenges are shaping new thinking about healthcare leadership, and, as a result, best practices in healthcare leadership are evolving. To fully understand today's best practices, students need to gain the perspective of the practitioner, and providing that viewpoint is a unique and key contribution of this book. The book's chapters on leadership concepts and practices are written by co-authors representing both academia and management practice; this novel approach provides a rich and balanced assessment of the current state of healthcare leadership.

This text fills an important gap in available resources for educating healthcare leaders. Being an effective leader in health care requires exhibiting the knowledge, behaviors, and practices to lead staff to the desired level of performance. As this book insightfully describes, leading others begins with leading oneself, which includes assessing and developing one's own knowledge and skills and building on personal strengths. Much has been written recently about the importance of leadership and the desired competencies of effective leaders in healthcare organizations. The knowledge base is expanding with new research that identifies the success healthcare leaders have had in transforming their organizations into high performers, and the strategies and tactics used to achieve these results. The chapter authors of this book highlight important updated healthcare leadership concepts and practices. For example:

- *Cultural competency.* Organizations are becoming more diverse in terms of professional and support staff and the populations they serve. Leaders must

fully embrace this trend and create effective relationship management with key internal and external stakeholders.

- *Teamwork.* Effective delivery of care requires staff to work closely and interdependently. This process begins with the establishment of a leadership team that shapes an organizational culture of teamwork, collaboration, and engagement.
- *Patient- and family-centered leadership.* Patient- and family-centered care and the patient experience have been shown to impact patient satisfaction as well as quality and outcomes and are now a key factor influencing reimbursement. Leadership in healthcare organizations is instrumental in achieving patient- and family-centered care and a positive patient experience.
- *Community outreach.* Healthcare organizations fundamentally serve the community. Leaders must conceptualize and act on strategies and approaches to effectively engage in community outreach and development.
- *Physician collaboration.* Positive relationships with physicians are critical to healthcare organization success. Leaders must work effectively to engage the medical staff in implementing clinical best practices, organizational strategy, and strategic marketing, and create opportunities for physicians to serve as organizational and system leaders.

The academic and practice communities are in agreement that healthcare leadership must continually adapt, as organizations respond to external challenges and internal needs. This book's call for new leadership by today's healthcare professionals is a needed and welcomed invitation. This updated edition of the book duly challenges those of us who teach in healthcare management programs, as well as our students, to reconsider the changing practice of healthcare leadership.

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Preface

The second edition of *New Leadership for Today's Healthcare Professionals* was driven by our desire to create a textbook that meets the needs of undergraduate students in the field of healthcare management and administration. The first edition was published after the successful passage of the Patient Protection and Affordable Care Act (ACA), and many of the concepts and cases reflected the ACA's directions and guidance. Newer regulations and legislation have impacted the ACA guidelines, and ongoing efforts to modify, revise, repeal, and replace the ACA continue at federal and state levels. This dynamic evolution demands healthcare leaders who are knowledgeable, flexible, and responsive to continuous and rapid change: leaders who are able to address the salient elements of persisting legislation and adapt to modifications and amendments. Our book provides an update and overview of this evolving landscape and helpful information to provide up-and-coming leaders with a foundation that will promote resilient leadership in an environment of change.

Published books on successful leadership in a variety of fields, including health care, are plentiful. Some of these texts have been penned by researchers presenting rigorous empirical analyses; others were produced by industry practitioners who brought an experiential perspective to the presented material. Some books have been written with senior leadership in mind, and others target newly minted managers. Academic tomes tend to include complex theories and models, whereas workbooks may present simpler algorithms or formulas to demonstrate management approaches. All of these texts strive to capture the general nature of outstanding leadership, its significance, and its contribution to organizational effectiveness—with variable success. As professors of health administration and health services management, we have often struggled to find texts that are well-suited to undergraduate students. Many textbooks are written at a level of content best suited for graduate students or readers with experience as practitioners in the field. For undergraduate students in health administration using this textbook, we therefore endeavored to select readings and references that would provide meaningful and understandable information, appropriate and valuable for their level of expertise.

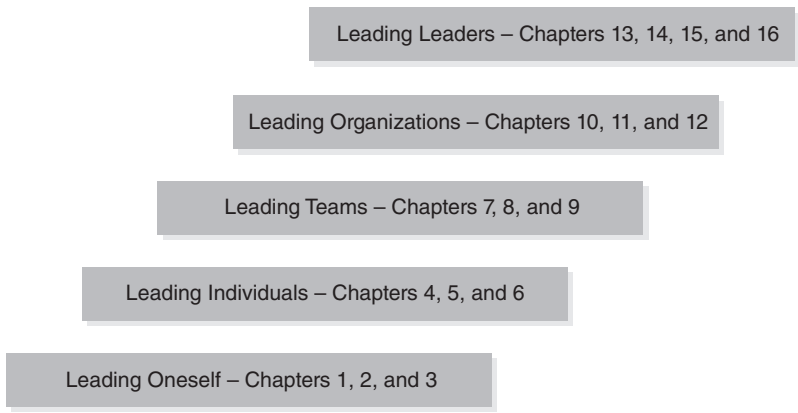
The majority of undergraduate students we have encountered have had similar interests, needs, and profiles. These enthusiastic students are typically only 2 to 3 years beyond high school, have had little work experience, and have a minimal or nonexistent frame of reference as we dive into the complex and dynamic structure and function of healthcare management and administration. A smaller number of our students are healthcare professionals with an associate degree, license, or certification in a clinical field such as nursing, radiologic technology, or respiratory therapy. These students have started on the pathway to management in the healthcare workforce and are seeking the necessary leadership knowledge, training, and

degrees that will promote their progress. Finally, a few of our students are aiming for professional schools in medicine, nursing, or pharmacy and are pursuing an undergraduate degree in a healthcare field as a first step in the pipeline. Finding a health administration text that can effectively address the educational needs of these diverse populations can be challenging.

To tackle that challenge, the editors set out to acknowledge and merge academic and practitioner perspectives and to develop a textbook that would combine the highlights and best practices from both critical worlds, creating a synergistic collaboration. They invited renowned professionals in academia and industry to partner in producing each content area, so that the information, theories, and models provided are both academically rigorous and practically applicable. For this second edition, many of the same distinguished academics and practitioners revised and updated their chapters to reflect the evolving healthcare landscape. To address these dynamic changes, contributors wrote new cases for this edition, and updated graphs, charts, and figures to include more current data or information. Finally, with the ongoing and expanding globalization of health and health care, a chapter and case were added about global healthcare leadership.

Textbook content, which addresses administration and leadership across the full breadth of healthcare disciplines, is presented in language and formats easily understandable by and relevant to these diverse groups of health administration undergraduates. Our research and experience have demonstrated that leadership knowledge and skills must be developed in a sequential fashion, beginning with the foundation of “leading oneself,” and then moving step-by-step to the higher echelons of leading other leaders. Our model of leadership development is shown in **FIGURE 1**.

Using this model as a basis for promoting leadership development in our text, we begin Chapter 1 with a call for promoting leadership, and provide the foundation and skills (such as self-assessment) required for entry into the world of management. Chapter 2 relays information on how healthcare leaders are developed today and explores the characteristics of leadership excellence. Chapter 3 completes the



basic instruction by introducing the culturally competent leader and the strategies used to promote cultural competency and inclusion in the healthcare setting.

The next step in the model promotes skill-building for future leaders. Chapter 4 establishes the importance of creating a culture of professionalism, which transcends individual responsibility and underscores the value of organizational responsibility. Chapter 5 examines the strategies associated with effective personnel management and the human resource implications of their implementation. Chapter 6 discusses the value of strategic leadership in promoting an organization's success in the modern healthcare environment.

How to build and lead outstanding teams becomes the focus of Chapter 7; Chapter 8 addresses the need for effective teamwork to successfully implement quality initiatives and continuous performance improvement. The skills and attributes of collaborative leadership, essential in the healthcare field, are highlighted in Chapter 9.

Chapter 10 offers a review of how leading organizations utilize transformational leadership via leaders who are change agents. Chapter 11 explores the new concept of patient- and family-centered care and the social and financial benefits for an organization that adopts this model. A detailed discussion of organizational financial management in Chapter 12 outlines the basics of this critical leadership function.

To be able to approach and understand the highest levels of leadership, students must learn how leaders can train and lead other leaders both within and outside of their organizations. Physician leaders are an important and unique constituency in healthcare organizations and are discussed in Chapter 13. High-level health administrators must also successfully interact with and answer to a governing body, such as board of directors or trustees, as reviewed in Chapter 14. The critical role of external relationships and community outreach for organizational success is explored in Chapter 15.

Expanding on the concept of external relationships and communities, Chapter 16 is a new addition to the textbook that explores leadership in the context of global health. Finally, addressing our era of groundbreaking healthcare reform that was launched in 2010, Chapter 17 is written with the understanding that our students will be entering the healthcare industry in a time of rapid, dynamic, and continuous change. This chapter presents current trends in healthcare delivery and their impact on and implications for leadership.

Additionally, to demonstrate the practical applications of the leadership principles presented in each chapter and promote interactive student learning, the chapter authors provide case studies based on their industry experiences that give students a glimpse of the current working environment. Accompanying instructor resources can help teach the concepts presented.

As the editors of this book, we have researched and reviewed the requirements for quality leadership in a variety of modern healthcare settings. We have ourselves served both as experienced administrators and academics, as well as currently practicing healthcare leaders, and we have assembled a group of respected contributors

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who have the academic understanding and the practice ‘know-how’ necessary for excellent leadership in today’s healthcare industry.

Our students will take on the mantle of healthcare leadership in the coming decades and will have the opportunity to enhance our healthcare system for the benefit of our country and our population. We hope the strong foundation we provide in this book will help our students to develop into the outstanding healthcare leaders our country seeks and needs.

*Louis Rubino
Salvador Esparza
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Our thanks go to our esteemed colleagues who contributed their time, talent, knowledge, and experiences to this work. It has been a privilege and an honor to work with each and every contributor. This project would not have been possible without their dedication to the field of health administration education.

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Dr. Salvador J. Esparza has been teaching full-time in the Health Administration Program at California State University, Northridge since 2006. Prior to this time, Dr. Esparza was a practicing healthcare executive with extensive experience in hospital and ambulatory operations for a variety of healthcare organizations within and outside of California. He is a board-certified executive and Fellow of the American College of Healthcare Executives. Dr. Esparza started his career as a registered nurse and as a result has a great appreciation for the role and contribution of clinicians in healthcare organizations and the strategic value they provide for the effective delivery of healthcare services. He serves on the board of a local, not-for-profit medical foundation and has contributed his governance expertise to other organizations in his community.

Dr. Yolanda S. Reid Chassiakos is the Director of the Klotz Student Health Center at California State University, Northridge, and a Clinical Assistant Professor of Pediatrics at the David Geffen School of Medicine, UCLA. She is a Fellow of the American Academy of Pediatrics (AAP) and the American College of Physicians and serves on the Executive Committee of the AAP Council on Communications and Media. Dr. Chassiakos has also served as the Assistant Head of the Ambulatory Branch of the Department of Pediatrics at the Naval Hospital Bethesda, as the Project Director of the Preventive Services Initiative at the Office of Disease Prevention and Health Promotion in the U.S. Department of Health and Human Services, and as the Chair of the Medical Staff at the Ashe Health and Wellness Center, UCLA. She is the co-editor of *Collaboration Across the Disciplines in Health Care*.



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