Management Principles for Health Professionals
Sixth Edition

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Contents

Preface..................................................................................xi
About the Authors..............................................................xiii
What's New in the Sixth Edition?........................................xiv

Chapter 1  The Changing Scene: Organizational Adaptation and Survival.............................................1
The Changing Health Care Scene ........................................1
Changes in Client Characteristics .......................................2
Regulation of the Health Care Industry ...............................2
Reimbursement and Patterns of Payment ...........................4
The Managed Care Era .........................................................5
Provider Growth: Mergers and Affiliations ..........................6
The Virtual Enterprise .........................................................8
Impact of Technology .........................................................8
Social and Ethical Factors ...................................................10
Introducing Organizational Survival Strategies....................11
Bureaucratic Imperialism ....................................................12
Co-optation .......................................................................13
Hibernation and Adaptation ..............................................16
Goal Succession, Multiplication, and Expansion .................17
Organizational Life Cycle ...................................................19
Exercise: Becoming a Split-Department Manager ...............27
Notes ..................................................................................28

Chapter 2  The Challenge of Change........................................29
The Impact of Change ........................................................29
The Manager as Change Agent ..........................................30
Review of Successful Change ............................................30
Change and Resistance to Change .....................................41
CONTENTS

One More Challenge: The Patient Protection and Affordable Care Act of 2010 ........................................... 50
Case: In Need of Improvement? .............................................. 52

Chapter 3 Today’s Concept of Organizational Management .......... 53
The Nature of Management: Art or Science? ................................ 53
Functions of the Manager ...................................................... 54
The History of Management .................................................. 57
The Systems Approach .......................................................... 60
Viewing the Work Organization as a Total System .................... 67
Formal Versus Informal Organizations ..................................... 68
Classification of Organizations .............................................. 69
Classification of Health Care Organizations ........................... 72
Classic Bureaucracy ............................................................. 73
Consequences of Organizational Form ...................................... 75
The Clientele Network ........................................................... 76
Clients .................................................................................. 77
Suppliers ............................................................................. 79
Advisers .............................................................................. 82
Controllers ........................................................................... 83
Adversaries ........................................................................... 84
Coalitions for Building Community and Client Involvement .......... 85
Example of Clientele Network for a Physical Therapy Unit .......... 86
Exercise: Identifying and Describing the Management Functions ................................................................. 88
Notes .................................................................................. 89

Chapter 4 Planning and Decision Making ....................................... 91
Characteristics of Planning ..................................................... 92
Participants in Planning ........................................................ 92
The Planning Process ........................................................... 93
Planning Constraints or Boundaries .......................................... 94
Characteristics of Effective Plans ............................................ 97
Core Values, Philosophy, and Mission Statements ..................... 100
Overall Goals .................................................................... 103
Objectives .......................................................................... 104
Functional Objectives ........................................................ 105
Policies ............................................................................... 107
Procedures ......................................................................... 111
Methods ............................................................................. 115
## CONTENTS

Rules.................................................................................115  
Project Planning................................................................116  
The Plan and the Process...................................................116  
Decision Making...............................................................117  
Decision-Making Tools and Techniques ............................121  
Exercise: From Intent to Action: The Planning Path..........124  
Exercise: Plans Are What?..................................................124  
Exercise: Goals, Objectives, and Procedures.......................124  
Case: Paid to Make Decisions? ..........................................125  
Notes ................................................................................126  

### Chapter 5 Organizing ..................................................127  
The Process of Organizing.................................................128  
Fundamental Concepts and Principles...............................129  
The Span of Management .................................................132  
Line and Staff Relationships ..............................................134  
The Dual Pyramid Form of Organization in Health Care..........................................................136  
Basic Departmentation......................................................138  
Specific Scheduling ...........................................................140  
Flexibility in Organizational Structure...............................140  
The Organizational Chart .................................................150  
The Job Description..........................................................154  
The Credentialed Practitioner as Consultant .....................180  
The Independent Contractor ............................................181  
Guidelines for Contracts and Reports...............................181  
Exercise: Creating Organizational Charts .......................183  
Exercise: Developing a Job Description .........................184  
Appendix 5–A: Sample Contract for a Health Information Consultant ................................................185  
Appendix 5–B: Sample Cover Letter and Report ...............189

### Chapter 6 Improving Performance and Controlling the Critical Cycle ..............................................195  
The Continuing Search for Excellence...............................196  
The Management Function of Controlling .......................203  
Six Sigma Strategies.........................................................206  
Benchmarking.................................................................208  
Tools of Control.................................................................210  
The Critical Cycle.............................................................217  
Exercise: Choosing an Adequate Control Mechanism: What Fits Best? ............................................218
Exercise: Promoting Total Quality Management .......................... 219
Notes ................................................................................ 219

Chapter 7  
Budgeting: Controlling the Ultimate Resource ...................... 221
Uses of the Budget .............................................................. 222
Budget Periods ................................................................. 223
Types of Budgets ............................................................... 224
Approaches to Budgeting .................................................. 227
The Budgetary Process ...................................................... 229
Capital Expenses ............................................................... 234
Supplies and Other Expenses ............................................. 235
The Personnel Budget ....................................................... 239
Direct and Indirect Expenses ............................................. 243
Budget Justification ........................................................... 244
Budget Variances ............................................................... 246
The General Audit ............................................................ 248
Exercise: Adjusting the Budget .......................................... 249
Sample Operating Budget:
   Department of Physical Therapy ................................... 250
Exercise: Belt Tightening—More Budget Adjustments .......... 251
Sample Health Information Department Budget .................. 251

Chapter 8  
The Middle Manager and Documentation of
   Critical Management Processes ..................................... 255
The Strategic Plan ............................................................. 256
The Annual Report ........................................................... 260
The Executive Summary ................................................... 261
Major Project Proposal ..................................................... 261
Business Planning for Independent Practice ...................... 264
The Due Diligence Review ............................................... 268
Exercise: Preparing Your Business Plan .............................. 270
Appendix 8–A: Newman Eldercare Services, Inc.:
   Strategic Plan ............................................................... 271
Appendix 8–B: Annual Report of the Health
   Information Services ..................................................... 275
Appendix 8–C: Executive Summary: Annual Report
   of the Health Information Services ................................. 278
Appendix 8–D: Sample Project Proposal for Funding .......... 280

Chapter 9  
Committees and Teams ..................................................... 285
The Nature of Committees ................................................. 286
The Purposes and Uses of Committees ............................... 290
Chapter 12  Authority, Leadership, and Supervision ........................................393
  The Concept of Power .................................................................394
  The Concept of Influence ............................................................395
  The Concept of Formal Authority ..................................................395
  The Importance of Authority .......................................................396
  Sources of Power, Influence, and Authority ...................................397
  Restrictions on the Use of Authority .............................................404
  Importance of Delegation ............................................................405
  Leadership ..................................................................................408
  Orders and Directives ..................................................................416
  Discipline ....................................................................................417
  Some Final Thoughts about Authentic Personal Leadership ..............428
  Case: Authority and Leadership: Rising from the Ranks ......................430
  Case: Discipline and Documentation—Here She Goes Again ...............431
  Notes ..........................................................................................433

Chapter 13  Human Resources Management: A Line Manager’s Perspective ........................................435
  “Personnel” Equals People ..............................................................435
  A Vital Staff Function ....................................................................436
  A Service of Increasing Value ........................................................437
  Learning About Your Human Resources Department .........................440
  Putting the Human Resources Department to Work .............................445
  Some Specific Action Steps ..............................................................447
  Further Use of Human Resources ....................................................449
  Wanted: Well-Considered Input .........................................................450
  Understanding Why as Well as What ...............................................450
  Legal Guides for Managerial Behavior .............................................452
  An Increasingly Legalistic Environment ............................................460
  Emphasis on Service .......................................................................460
  Case: With Friends Like This..........................................................460
  Case: The Managerial “Hot Seat” ....................................................462
  Note ..............................................................................................463

Chapter 14  Communication: The Glue That Binds Us Together ...............465
  A Complex Process .........................................................................466
  Communication and the Individual Manager .......................................467
  Verbal (Oral) Communication ........................................................471
  Written Communication ..................................................................479
Chapter 15

Day-to-Day Management for the Health Professional-as-Manager .................................................. 499

Two Hats: Specialist and Manager .................................................. 500
A Constant Balancing Act .............................................................. 504
The Ego Barrier ......................................................................... 505
The Professional Managing the Professional .............................. 507
Leadership and the Professional ................................................. 512
Some Assumptions about People .................................................. 513
Style and Circumstances .............................................................. 514
The Professional and Change ....................................................... 515
Methods Improvement ................................................................. 518
Employee Problems .................................................................... 519
Communication and the Language of the Professional ............. 519
An Open-Ended Task ................................................................. 522
Case: Professional Behavior—The Bumping Game ................. 522
Case: Delegation Difficulties—The Ineffective Subordinate ....... 524
Note ......................................................................................... 525

Index .......................................................................................... 527
Preface

This book is intended for healthcare professionals who regularly perform the classic functions of a manager as part of their job duties—planning, organizing, decision making, staffing, leading or directing, communicating, and motivating—yet have not had extensive management training. Healthcare practitioners may exercise these functions on a continuing basis in their roles as department directors or unit supervisors, or they may participate in only a few of these traditional functions, such as training and development of unit staff. In any case, knowledge of management theory is an essential element in professional training, as no single function is ever addressed independently of all others.

In this book, emphasis is placed on definitions of terms, clarification of concepts, and, in some cases, highly detailed explanations of processes and concepts. The examples reflect typical practices in the healthcare setting. However, all examples are fictitious and none are intended as legal, financial, or accreditation advice.

Every author must decide what material to include and what level of detail to provide. The philosopher and pundit Samuel Johnson observed, “A man will turn over half a library to make one book.” We have been guided by experience gained in the classroom, as well as in many training and development workshops for healthcare practitioners. Three basic objectives determined the final selection and development of material:

1. Acquaint the healthcare practitioner with management concepts essential to the understanding of the organizational environment within which the functions of the manager are performed. Some material challenges assumptions about such concepts as power, authority, influence, and leadership. Some of the discussions focus on relatively new concepts such as appreciative inquiry approaches to motivation and conflict management and Six Sigma applications for quality control. Practitioners must keep abreast of developing trends in management, guarding against being “the last to know.”
2. Provide a base for further study of management concepts. Therefore, the classic literature in the field is cited, major theorists are noted, and terms are defined, especially where there is a divergence of opinion in management literature. We all stand on the shoulders of the management "giants" who paved the way in the field; a return to original sources is encouraged.

3. Provide sufficient detail in selected areas to enable the practitioner to apply the concepts in day-to-day situations. Several tools of planning and control, such as budget preparation and justification, training design, and labor union contracts, are explained in detail.

We have attempted to provide enough information to make it possible for the reader to use these tools with ease at their basic level. It is the authors' hope that the readers will contribute to the literature and practice of healthcare management as they grow in their professional practice and management roles. We are grateful to our many colleagues who have journeyed with us over the years and shared their ideas with us.

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About the Authors

Joan Gratto Liebler, MA, MPA, RHIA, is Professor Emeritus, Health Information Management, at Temple University, Philadelphia, Pennsylvania. She has more than 36 years of professional experience in teaching and research in healthcare settings. In addition to teaching, her work and consulting experience include engagement with community health centers, behavioral health settings, schools, industrial clinics, prisons, and long-term care, acute care, and hospice facilities. She has also been an active participant in area-wide healthcare planning, end-of-life care coalitions, and area-wide emergency and disaster planning.

Ms. Liebler is also the author of *Medical Records: Policies and Guidelines* and has authored numerous journal articles and contributed chapters relating to health information management.

Ms. Liebler holds the degrees of Master of Arts (concentration in Medical Ethics), St. Charles Borromeo Seminary, Philadelphia, Pennsylvania, and Master of Public Administration, Temple University, Philadelphia, Pennsylvania. She is a credentialed Registered Health Information Administrator.

Charles R. McConnell, MBA, CM, is an independent healthcare management and human resources consultant and freelance writer specializing in business management, and human resources topics. For 11 years he was active as a management engineering consultant with the Management and Planning Services (MAPS) division of the Hospital Association of New York State (HANYS); he later spent 18 years as a hospital human resources manager. As author, coauthor, and anthology editor, he has published 28 books and has contributed nearly 500 articles to various publications. He is in his 30th year as editor of the quarterly professional journal *The Health Care Manager*.

Mr. McConnell received a Master of Business Administration and a Bachelor of Science degree in Engineering from the State University of New York at Buffalo.
What’s New in the *Sixth Edition*?

Management Principles for Health Professionals, Sixth Edition, continues to present foundational principles of management in the context of contemporary health care. The sixth edition reflects contemporary issues by linking them to basic principles. Newly added examples include “headline topics” such as healthcare reform, high-tech applications, the electronic health record, medical identity theft, continuity of operations and succession planning, changing patterns of care, and emerging laws and regulations.

Examples and exhibits have been updated throughout. New figures and examples have been provided where changes indicated such need. Dated material carried over from earlier editions has in most instances been either eliminated or replaced with more pertinent material. There have also been small wording changes throughout the entire text for increased clarity and improved understanding.

**SPECIFIC CHAPTER UPDATES**

Chapter 2, “The Challenge of Change,” has been expanded with added discussions about the continuing implementation and emerging implications of the Health Insurance Portability and Accountability Act (HIPAA), especially concerning how it affects privacy, continuing developments concerning electronic health record initiatives, the need for anticipatory readiness for change through organizational restructuring, adapting and revitalizing one’s career, and some of the emerging implications of the Patient Protection and Affordable Care Act of 2010. A template to track the areas of impact of the last major law is presented; it enables a manager to identify the topics that should be monitored and to prepare responses to changes as they unfold.
Chapter 3, “Today’s Concept of Organizational Management,” adds discussion of coalition building as a means to increase client involvement and to develop and strengthen community alliances.

Chapter 4, “Planning and Decision Making,” combines the topics of the former Chapters 4 and 5, providing more concise treatment of the principal topics, eliminating rarely used decision-making processes, and deemphasizing the topic of space renovation and planning. There is also a discussion on the necessity of planning for continuity of operations as well as succession.

Chapter 5, “Organizing” (formerly Chapter 6 in the fifth edition), provides added information concerning various staffing alternatives such as outsourcing and telecommuting, and updates the material concerning job descriptions and their application. New material has also been added in the section on consultants' contracts and reports.

Chapter 6, “Improving Performance and Controlling the Critical Cycle” (formerly Chapter 7 in the fifth edition), further speaks to such current prominent issues as patient privacy and the detection and prevention of medical identity theft, and addresses significant provisions and implications of the Patient Protection and Affordable Health Care Act of 2010 and its possible affect on the individual healthcare manager.

Chapter 8, “The Middle Manager and Documentation of Critical Management Processes,” is an entirely new chapter. It describes the necessity for the healthcare middle manager to be knowledgeable about and involved in the development of the contents of specific critical documents as necessary, including the strategic plan and annual report, and how to create a project proposal and a business plan. The essential features of a due diligence report are included. The appendix contains full-scale examples of a strategic plan, an annual report with its executive summary, and a major project proposal.

Chapter 10, “Adaptation, Motivation, and Conflict Management,” expands the material on employee satisfaction and motivation, and addresses current trends and indicators concerning labor unions in healthcare organizations. It includes discussion of motivation during critical incidents.

Chapter 11, “Training and Development: The Backbone of Motivation and Retention,” expands upon the problems fostered by e-mail, the Internet, and social networking. It explores implications for employee education using these technologies; provides an example of a training program recommended for emphasizing the underlying values of patient privacy and dignity; and provides a new model of training design.
Chapter 12, “Authority, Leadership, and Supervision,” expands upon the material on the uses of authority and further examines authentic personal leadership.

Chapter 13, “Human Resources Management: A Line Manager’s Perspective,” now addresses some new directions in human resources caused by the continuing realignment of organizational structures in the healthcare industry.

Chapter 15, “Day-to-Day Management for the Health Professional-as-Manager,” includes a new section addressing the relationship of the professional-as-department-manager to organizational change.