

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.