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# Introduction to Health Care Management

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Second Edition

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We dedicate this book to our loving husbands,  
Dale Buchbinder and Rick Shanks—  
Who coached, collaborated, and coerced us to  
*“FINISH THE SECOND EDITION!”*



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\*Instructors: Please note that an instructor’s guide is available online for these cases.



# Foreword

Undergraduate healthcare management education is now recognized as a significant component of the healthcare delivery matrix. The evolution of undergraduate healthcare management education has been pushed for a disparate number of reasons in the dynamic healthcare field. One of the primary factors has been the recognition by leaders and administrators of healthcare delivery that a need exists for entry-level managers who have the basic business and healthcare educational knowledge, skills, and competencies to fill a variety of roles. These entry-level positions are found in almost all healthcare delivery settings, including hospitals, long-term care facilities, medical group practices, governmental agencies, home healthcare agencies, and insurance institutions—just to name a few. Undergraduate programs across the United States have seen their enrollments increase significantly in response to this recognition. The parallel recognition by potential students that healthcare management provides an almost unequalled opportunity for employment has also been instrumental in this growth.

The growth and development has been encouraging, but not absent of challenges. Over the past decade, we have struggled with program development, curriculum issues, certification ambiguities, and meaningful outcome measures. Fortunately, we have turned the corner on most of these and are seeing great progress in achieving excellence in our programs. The one remaining and often discussed impediment to achieving greater excellence is the lack of an array of textbooks that fit undergraduate curricula and missions. In my role as chair of the Undergraduate Program Committee of the Association of University Programs in Health Administration (AUPHA), I have significant contact with many of the undergraduate program directors and faculty. The one recurrent theme that I hear from them is that there is a lack of well-written and crafted textbooks suitable for undergraduate education. The majority of the textbooks written in the field have until recently been geared toward graduate education. Instructors in undergraduate programs have been forced to try to adapt these texts to an audience for which they were not intended.

As enrollment in the undergraduate programs has increased, an obvious market has developed for appropriate textbooks. Some progress has been made in this direction, but there still exists a void in many subject areas. Arguably, one of the most important texts sought by educators in this field was a comprehensive introduction to the areas of healthcare management education. The first edition of this textbook satisfied this need by

providing an excellent treatment of most key areas. This second edition provides an even better overview by introducing new items and allowing the reader to be kept abreast of the most current developments in the field.

A necessary ingredient for the successful production of a textbook that has exceptional value is that the authors and editors possess a true understanding of all facets of undergraduate healthcare management education. Sharon Buchbinder and Nancy Shanks have developed mastery of this process because of their total immersion in it. Both exemplify the “boots on the ground” approach as they have been involved in administering undergraduate programs, teaching in them, and serving AUPHA in a great variety of capacities.

The measure of an excellent textbook is whether it has created a union of content, insights, experience, and a genuine understanding of the target audience. This text accomplishes these goals and, because of its scope of topics, has great utility beyond its targeted audience. The range of topics covered affords the reader the opportunity to become aware of the most significant concepts that are part of healthcare management. At its core, healthcare delivery is the consummate service profession. Almost all that we do must be done through and with people. The ability to have the skills to guide and motivate people is therefore instrumental to success. This text provides an excellent blueprint for learning these skills.

If you are reading this text, in all probability you are either a healthcare management student or a healthcare administrator. In either case, you are to be congratulated for your choice of career. The healthcare management profession is a noble endeavor that is crucial to the effective delivery of health care. As such, it serves a true linchpin role in our society’s quest for health and happiness. From a practical perspective, you have chosen well in terms of career longevity. In this latter context, you will need resources to keep you current in what is transpiring in the field. Drs. Buchbinder and Shanks have put together an excellent example of one of these needed resources. Use it well, and enjoy your careers.

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# Preface

The second edition of *Introduction to Health Care Management* is driven by our desire to have an excellent textbook that continues to meet the needs of the healthcare management field, healthcare management educators, and the students enrolled in healthcare management programs around the world. The inspiration for the first edition of this book came over a good cup of coffee and a deep-seated unhappiness with the texts available in 2004. This edition builds on the strengths of the first edition and is based on an ongoing conversation with end users—instructors and students—from all types of higher education institutions and all types of delivery modalities. Whether your institution is a traditional “bricks and mortar” school or a fully online one, this book and its ancillary materials are formatted for your ease of use and adoption.

For this edition, many of the same master teachers and researchers with expertise in each topic revised and updated their chapters. Several new contributors stepped forward and wrote completely new chapters for this text because we listened to you, our readers and users. With a track record of more than three years in the field, we learned exactly what did or did not work in the classrooms and online, so we further enhanced and refined our student- and professor-friendly textbook. We are grateful to all our authors for their insightful, well-written chapters and our abundant, realistic case studies.

As before, this textbook will be useful to a wide variety of students and programs. Undergraduate students in healthcare management, nursing, public health, and allied health programs will find the writing to be engaging. In addition, students in graduate programs in discipline-specific areas, such as business administration, nursing, pharmacy, occupational therapy, public administration, and public health will find the materials both theory-based and readily applicable to real-world settings. With more than three decades of experience in higher education, we know first and foremost that teaching and learning are *not* solo sports, but a team effort—a *contact* sport. There must be a give-and-take between the students and the instructors for deep learning to take place. This text uses active learning methods to achieve this goal. Along with

lively writing and contents critical for a foundation in healthcare management, this second edition continues to provide realistic information that can be applied immediately to the real world of healthcare management. In addition to revised and updated chapters from the first edition, there are learning objectives, discussion questions, and case studies included in each chapter, with additional instructors' resources online for some chapters and Instructor's Guides for the more advanced case studies. PowerPoint slides and test items are included for each chapter. A sample syllabus is also provided. Specifically, the second edition contains:

- A new first chapter that provides the reader with an overview of the profession of healthcare management and discusses the major functions, roles, responsibilities, and competencies for healthcare managers.
- A new chapter on healthcare marketing that speaks to the growing significance of consumer-driven health care, the boom of the Internet on all frontiers, the increased demand for personalized services, and the need for the healthcare manager to understand the principles of strategic marketing.
- A new chapter on information technology written by a practicing Chief Information Officer to address the current state of information technology in health care and the impact the acceleration of its implementation has had on healthcare managers.
- A new chapter on addressing health disparities, cultural proficiency, and the impact of a diverse population on the management of a culturally competent healthcare organization.
- A significantly revised chapter on fraud and abuse with a focus on the beginnings of fraud and abuse prevention programs and a look at the investigative processes used to uncover fraud and abuse, as well as the responsibilities of employees of healthcare organizations.
- An extensively revised case study guide, with new and improved rubrics for evaluation of student performance, enabling professors at every level of experience to hit the ground running on that first day of classes.
- Thirty-five case studies, twenty of which are new to this edition, that cover a wide variety of settings and an assortment of healthcare management topics. At the end of each chapter in the text, at least one specific case study is identified and linked to the content of that chapter. Many chapters have multiple cases. Plus, there are now four completely online case studies that do not appear in the text.

Never underestimate the power of a good cup of joe. We hope you enjoy this book as much as we enjoyed revising it. May your classroom and online discussions be filled with active learning experiences, may your teaching be filled with good humor and fun, and may your coffee cup always be full.

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# Acknowledgments

This second edition is the result of a six-year process that involved the majority of the leaders in excellence in undergraduate healthcare management education. We continue to be deeply grateful to the Association of University Programs in Health Administration (AUPHA) faculty, members, and staff for all the support, both in time and expertise, in developing the proposal for this textbook and for providing us with excellent feedback at every step of the way.

More than 30 authors have made this contributed text a one-of-a-kind book. Not only are our authors expert teachers and practitioners in their disciplines and research niches, they are also practiced teachers and mentors. As we read each chapter and case study, we could hear the voices of each author. It has been a privilege and honor to work with each and every one of them: Maron Boohaker, Dale Buchbinder, Susan Casciani, Ruth Chavez, Donna Cox, Amy Dore, Daniel Fahey, Mary Anne Franklin, Brenda Freshman, Barry Gomberg, Kenneth Johnson, Dale Mapes, Audrey McDow, Sheila McGinnis, Karen Mithamo, Michael Moran, Wayne Nelson, Dawn Oetjen, Woody Richardson, Velma Roberts, Lou Rubino, Grant Savage, Nancy Sayre, W. Carole Shepherd, Windsor Sherrill, Donna Slovensky, Tressa Springmann, Dennis Stambaugh, Jon Thompson, Rosalind Trieber, Eric Williams, and Kevin Zeiler.

And, finally, and never too often, we thank our husbands, Dale Buchbinder and Rick Shanks, who listened to long telephone conversations about the book's revisions, trailed us to meetings and dinners, and served us wine with our whines. We love you and could not have done this without you.



# About the Editors

**Sharon B. Buchbinder**, RN, PhD, was professor and chair of the Department of Health Science at Towson University and is now president of the American Hospital Management Group Corporation, MASA Healthcare Co, a healthcare management education and healthcare delivery organization based in Owings Mills, MD. For more than three decades, Dr. Buchbinder has worked in many aspects of health care as a clinician, researcher, association executive, and academic. With a PhD in public health from the University of Illinois School of Public Health, she brings this blend of real-world experience and theoretical constructs to undergraduate and graduate face-to-face and online classrooms, where she is constantly reminded of how important good teaching really is. She is past chair of the Board of the Association of University Programs in Health Administration (AUPHA) and coauthor of the Bugbee-Falk Award-winning *Career Opportunities in Health Care Management: Perspectives from the Field*.

**Nancy H. Shanks**, PhD, has extensive experience in the healthcare field. For 12 years, she worked as a health services researcher and health policy analyst and later served as the executive director of a grant-making, fund-raising foundation that was associated with a large multihospital system in Denver. During the last 15 years, Dr. Shanks has been a healthcare administration educator at Metropolitan State College of Denver, where she has taught a variety of undergraduate courses in health services management, organization, research, human resources management, strategic management, and law. She is currently a professor in the Health Care Management Program after having served as chair of the Department of Health Professions for seven years. Dr. Shanks's research interests have focused on health policy issues, such as providing access to health care for the uninsured.





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