

Preface

The challenge to today's healthcare organizations is stronger than ever. They must keep pace with revolutionary and sophisticated breakthroughs in medical science and technology, a demanding public, a growing aging population, and federal regulators imposing new rules every day that may further burden the organization.

At the center of all these changes is the supervisor, who has to bring and hold together the human resources, physical facilities, professional expertise, technology, information systems, and other support systems necessary to deliver and monitor the care and services rendered. In addition, these tasks have to be accomplished within the fiscal constraints of a more efficient healthcare system. Therefore, healthcare managers and supervisors must understand the complexities of organization life, behavior, development, and climate.

The hardest job in any organization is clearly that of the supervisor. The supervisor is responsible for motivating the team to achieve organizational goals as set by the board of trustees or senior administration. The supervisor must be able to translate the goals into understandable and achievable terms for his or her team members and gain their buy-in; without the buy-in, the organization could fail.

However, thousands of middle- and first-level management positions, such as departmental managers, supervisors, and group leaders, are filled by health professionals, technicians, and others who have limited or no formal education or training in administration, management, and supervision.

This book is intended for these departmental managers and supervisors in all types of healthcare organizations. These people became supervisors primarily because they did an outstanding job in their chosen healthcare professions. Yet they often find themselves in increasingly demanding jobs and have little or no familiarity with the administrative and management aspects of their newly attained rank.

The book is introductory in that it assumes no previous knowledge of the concepts of supervision. As such, this book is also written for students taking an introductory course in management and will acquaint them with their future roles in any organization. It can be used in any course in which managerial, supervisory, and leadership concepts are studied.

Because this book is intended to aid people with their supervisory tasks, it serves as a reference to those individuals who already hold supervisory positions. Its purpose is to demonstrate that proficiency in supervision better equips them

to cope with the ever-increasing demands of getting the job done. Because non-healthcare entities have had success dealing with change and implementing efficient and effective practices, this book draws on many sources for its content to permit the supervisor to choose from the lessons learned by others, regardless of whether they were experienced in a healthcare environment.

To create a framework in which management knowledge can be organized in a practical way, I have chosen to use the functions of management as the primary framework: planning, organizing, staffing, influencing, and controlling. Each function is thoroughly dealt with by breaking it down and explaining its relationship to the material already presented. This approach allows any new knowledge, from behavioral and social sciences, quantitative approaches, or any other field, to be incorporated at any point.

The supervisor's job—to get things done with and through people—has its foundation in the relationship between the supervisors and the people with whom they work. For this reason, the supervisor must have considerable knowledge of the human aspects of supervision—that is, the behavioral factors that motivate employees. This book attempts to present a balanced picture of such behavioral factors in the conceptual framework of managing.

This edition of Haimann's *Healthcare Management* is sure to be a welcome addition to any manager's library. In this eighth edition, much new material has been added, but the book retains the basic concepts and the emphasis on the five managerial functions. I have attempted to respond to each of the recommendations offered by readers and text reviewers when I incorporated the revisions. In doing so, the eighth addition includes an expansion of the performance improvement concepts, including Six Sigma, incorporates the concept of collaboration in the coordination and cooperation discussion, and now presents contemporary theories on authority and span of control. Ethics concepts have been added and appear throughout the book. Two of the organizing chapters have been consolidated to permit the creation of a reorganizing chapter, which includes process and performance improvement concepts. Additionally, mechanistic and organic organizations are described, along with communicating change techniques. Finally, the controlling section of the book includes some additional budget scenarios and a discussion on benchmarking and dashboards. Prior editions have given attention to how the behavioral sciences affect the management of human resources. Expanded coverage of management theories has been incorporated to speak to cybernetics, chaos, and entrepreneurial theories.

With the many changes taking place in healthcare today, I was not at a loss to find new management challenges to discuss. I was assisted by several well-qualified contributors, including Michael Troncone, M.P.H., CHE. Robert Sutter, R.N., M.B.A., M.H.A., Six Sigma Master Black Belt, provided the content on performance improvement and Six Sigma. The chapters on unions and grievances have been updated by a respected and experienced labor attorney, Marc Leff, Esq. Neither chapter is intended to be a substitute for legal advice from an organization's legal counsel.

In writing this edition, I attempted to retain the enthusiasm for effective management exhibited by Theo Haimann, the professor for whom this book is named. Theo Haimann served as the Mary Louise Professor of Management Sciences at Saint Louis University until his death in November 1991. He always incorporated current management issues into his teachings. By doing so, he was able to keep the students' attention. This edition attempts to carry on the Haimann tradition.

No book is ever the product of one person's efforts. Many individuals contributed to its development, editing, formatting, and publishing. I was fortunate to have some of the best working with me on this edition. Janet Davis, acquisitions editor for Health Administration Press, thoroughly reviewed the manuscript and offered many valuable suggestions. Melissa Rompesky and Helen-Joy Lynerd kept the production running smoothly and crossed the Ts and dotted the Is. James Niebruegge of First Class Solutions assisted with capturing figures electronically. These and many other behind-the-scenes individuals made the book happen.

Many healthcare organizations allowed me to reproduce documents, policies, and other figures. For these, I extend special thanks.

As always, I welcome your comments—good or bad—so that I can make the ninth edition better.

Rose T. Dunn, RHIA, CPA, FACHE
Chief Operating Officer
First Class Solutions, Inc.sm
St. Louis, Missouri
Rose@FirstClassSolutions.com