

Brief Contents

Part I: Introduction	1
1 Leadership and Management	3
2 Introduction to Long-Term Care Services	17
3 Clients, Including Families	29
Part II: Management Functions	41
4 Human Resources	43
5 Management Teams	71
6 Financing	85
7 Strategic Planning	105
8 Marketing	123
9 Licensing, Accreditation, Certification, and Quality	137
10 Information Systems	151
11 Space and Equipment	165
12 Ethics	177
Part III: Managing Your Future	197
13 Moving from Management to Leadership	199
14 Managing Your Career	209
<i>Suggested Readings</i>	219
<i>Index</i>	222
<i>About the Authors</i>	227

Detailed Contents

<i>Foreword</i>	xiii
<i>Preface</i>	xvii
<i>Acknowledgments</i>	xix
PART I: INTRODUCTION	1
1 Leadership and Management	3
• Leadership Versus Management	3
• Leadership	4
• Management Theories	6
• Leadership and Management Styles	10
• Management Competencies	12
• Summary	13
• Keys to Management Success	14
• Review Questions	14
2 Introduction to Long-Term Care Services	17
• Definition	17
• Services	18
• Integration	21
• Policies and Impact on Services	24
• Ideal System	26
• Summary	27
• Keys to Management Success	27
• Review Questions	28
3 Clients, Including Families	29
• Rationale	29
• Care Recipients	30
• Definitions	32

	• Cultural and Language Issues	36
	• Patients' Rights	37
	• Families	37
	• Summary	39
	• Keys to Management Success	39
	• Review Questions	40
PART II: MANAGEMENT FUNCTIONS		41
4	Human Resources	43
	• The Value of People	44
	• The Long-Term Care Workforce	45
	• Human Resource Functions	47
	• Complying with Regulations	61
	• The Human Resources Plan	63
	• Summary	68
	• Keys to Management Success	68
	• Review Questions	69
5	Management Teams	71
	• Definition	72
	• Benefits and Drawbacks	73
	• Size and Composition	75
	• Team Development	76
	• Structure and Authorities	79
	• Major Functions	80
	• Summary	82
	• Keys to Management Success	82
	• Review Questions	83
6	Financing	85
	• Major Sources of Revenue	87
	• Major Expenditures	97
	• Finance Operations	98

	• Capital Finance	101
	• Summary	102
	• Keys to Management Success	102
	• Review Questions	103
7	Strategic Planning	105
	• Participants	106
	• Benefits	107
	• Basic Components	108
	• Summary	120
	• Keys to Management Success	121
	• Review Questions	121
8	Marketing	123
	• Definition and Framework	124
	• Clients	128
	• Relationship to Strategic Planning	129
	• Management and Staff Involvement	131
	• Types of Promotion	132
	• Allocating Effort	133
	• Summary	134
	• Keys to Management Success	134
	• Review Questions	135
9	Licensing, Accreditation, Certification, and Quality	137
	• Licensing	138
	• Certification	140
	• Accreditation	141
	• Quality	142
	• Summary	147
	• Keys to Management Success	148
	• Review Questions	148
10	Information Systems	151
	• Definition	152

	• A Model Integrated Information System	153
	• Privacy and Security	159
	• Management's Role	160
	• Vendors	162
	• Summary	163
	• Keys to Management Success	163
	• Review Questions	164
11	Space and Equipment	165
	• Physical Environment	166
	• Decor and Ambiance	168
	• Equipment and Furniture	170
	• Regulations	172
	• Financing	173
	• Summary	174
	• Keys to Management Success	174
	• Review Questions	175
12	Ethics	177
	• Ethics in Business	178
	• Ethics Committees	186
	• Management Ethics	187
	• Evaluation	190
	• Ultimate Responsibility	192
	• Summary	193
	• Keys to Management Success	194
	• Review Questions	194
	PART III: MANAGING YOUR FUTURE	197
13	Moving from Management to Leadership	199
	• Core Competencies Needed by Leaders of the Future	199
	• Relationship Skills	201
	• Executive Style	205

	• Summary	206
	• Keys to Career Success	207
	• Review Questions	208
14	Managing Your Career	209
	• Determine Where You Want to Be	209
	• Establish a Plan	211
	• Know Yourself	212
	• Prepare for Continuous Learning	213
	• Build Relationships	214
	• Educate Others and Give Back	215
	• Strive for Balance	216
	• Enjoy Your Job	216
	• Summary	217
	• Keys to Career Success	217
	• Review Questions	218
	<i>Suggested Readings</i>	219
	<i>Index</i>	222
	<i>About the Authors</i>	227