TRANSACTION GUIDE

*The Well-Managed Healthcare Organization, 7th edition*

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*The Well-Managed Healthcare Organization, 7th edition* follows a new framework: the three foundations of excellence—cultural, operational, and strategic. The text discusses the experiences of high-performing and Malcolm Baldrige Award-winning organizations.

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**WHAT’S NEW IN THIS EDITION**

The seventh edition includes:

- New chapters covering:
  - The core elements that high-performing healthcare organizations (HCOs) share
  - How leaders build organizational cultures essential to long-term success
  - How HCOs use continuous improvement to sustain and increase excellence
- Explicit functions, performance measures, and managerial issues for 12 major components of all HCOs
- Examples from high-performing healthcare organizations and Malcolm Baldrige Award recipients
- On-the-page definitions of terminology
- New or expanded In a Few Words (summary of chapter content), Critical Issues (outline of chapter content), and Questions for Discussion
- Updated references
- An online learning system designed to help students and instructors
  (See page 3 of this Transition Guide for more information.)
CHAPTER BREAKDOWN

Chapter 1  Foundations of High-Performing Healthcare Organizations **NEW CHAPTER**
How excellent HCOs are identified and the core elements that make them excellent. Discussion includes transformational management, evidence-based management, and stakeholders.

Chapter 2  Cultural Leadership **NEW CHAPTER**
How transformational culture, shared values, empowerment, and strategies for human resources development build and retain excellent workforces.

Chapter 3  Operational Leadership **NEW CHAPTER**
How measured performance, benchmarking, and continuous improvement are used to reach and maintain excellence.

Chapter 4  Strategic Leadership: Governance **EXPANDED**
(Chapter 3 in the last edition) How an excellent governing board is recruited and supported, and how it performs the six functions that only governance can provide. New in this edition: discussion includes managing the board’s operating discipline and legal/ethical issues of board membership.

Chapter 5  Foundations of Clinical Performance **EXPANDED**
How protocols, the interprofessional plans of care, and case management are integrated by caregivers to assure each patient optimum quality and satisfaction with service. New in this edition: discussion includes community health and excellence in care.

Chapter 6  The Physician Organization **REVISED**
How the HCO makes itself “the best place to give care” through service lines, strong communication links, and a strong medical staff. New in this edition: discussion includes planning and implementing physician recruitment.

Chapter 7  Nursing **REVISED**
How Magnet level nursing performance is achieved, using care plans, training, scheduling, and a supportive management structure.

Chapter 8  Clinical Support Services **UPDATED**
How the HCO ensures the right tests and treatments at the right time to support front line caregivers.

Chapter 9  Beyond Acute Care to Community Health **EXPANDED**
The difference between “excellent care” and “community health” missions, why the difference is important, and how to pursue comprehensive community health. New in this edition: discussion includes promoting and teaching community health, expanding and integrating primary care, and maintaining the infrastructure for community health.
Chapter 10  Knowledge Management  UPDATED
How accurate measures are established and benchmarked and communications is assured.
How knowledge is recorded, retrieved, and put to work to build excellence.

Chapter 11  Human Resources Management  EXPANDED
(Chapter 12 in the last edition.) The expanded functions supporting the workforce, with emphasis on training, performance-based compensation, and support to retain every associate.

Chapter 12  Environment-of-Care Management  UPDATED
(Chapter 13 in the last edition.) How to make facilities and related services a marketing advantage.

Chapter 13  Financial Management  UPDATED
(Chapter 11 in the last edition) How accounting, financial management, and expanded auditing support continuous improvement and enhanced performance. New in this edition: discussion includes integrity in financial affairs and blame-free culture.

Chapter 14  Internal Consulting  EXPANDED
How local problem solvers facilitate the continuous improvement program and help manage capital replacement.

Chapter 15  Marketing and Strategy  UPDATED
How senior management and internal consultants monitor, analyze, and respond to the local market situation including building market share.

ONLINE LEARNING SYSTEM

This edition is accompanied by a robust and interactive learning system with separate, coordinated sites for students and certified instructors.

The Companion Website is designed for students and will be available soon at ache.org/books/Well-Managed. It’ll contain the following:

- An overview of how to use the text to become an effective healthcare organization manager
- A glossary of all the technical terms identified in the text
- A folder for each chapter that includes:
  1. A single-page guide to mastering the chapter
  2. “Chapter Learning Goals and Milestones,” a list of the questions a professional should be able to answer and guides to where in the chapter the answers can be found
  3. “Additional Questions for Discussion” to supplement the questions in the text. The questions are in addition to the five given in the chapter. They illustrate the issues managers much think about as they respond to associates’ questions and opportunities for improvement
The following teaching aids are available *ONLY* to certified instructors:

- Copies of all student materials on the Companion Website
- Chapter-by-chapter teaching tips
- Guides for leading the Questions for Discussion
- Essay questions with grading rubrics
- Slides of Questions for Discussion for classroom presentations
- PowerPoint slides of all chapter exhibits

For access, please e-mail hap1@ache.org and include your course, university, and department names as well as a phone number we can call to verify your employment as an instructor.