Health Professions Education

Changing the U.S. Health Care System

A trusted professional reference and a teaching text, the new edition of Managing Health Services Organizations and Systems continues to provide the most comprehensive coverage available of the leadership, financial understanding, and conceptual frameworks required to effectively manage the delivery of health services in the U.S. Emphasizing continuous quality and performance improvement throughout the organization, the authors explore essential knowledge and skills required for success in areas that include managerial problem solving, resource allocation and utilization,
effective communication, organizational culture, human resources, facilitation of change, and ethical and legal responsibilities. This fully updated, reorganized, and revised 7th edition contains new content on information technology, artificial intelligence, and financial/quantitative analysis currently in widespread demand. Ninety case studies with discussion questions sharpen readers' problem-solving skills while inviting them further into the real world of hospital administration. Instructor materials are available with this text and include: PowerPoint presentations Test banks and answer keys Learning objectives Instructor manual Figures and tables PLUS a PDF of all acronyms used in the text

**Organizational Behavior, Theory, and Design in Health Care**


**Health Care Management**

**Leadership for Health Professionals**

Human resources are the bedrock of healthcare organizations. Yet healthcare faces severe staffing shortages, both as a result of the aging population and workforce and because of wide disparities in the geographic distribution of workers. To attract and retain this increasingly scarce resource and to inspire the best from their employees healthcare managers must know how to develop, nurture, and coach their staff for success. Fundamentals of Human Resources in Healthcare takes a back-to-basics approach to workforce management, presenting proven best practices and evidence-based strategies. It sets forth fundamental concepts that will help healthcare managers succeed at the most important and challenging part of their job: managing people. This new edition puts human resources in the context of today's healthcare environment, with all of its rapid, ongoing, and unprecedented changes. Thoroughly revised and updated, it includes: A new chapter on enhancing diversity and inclusion in healthcare organizations Expanded material on physician compensation, including changes in incentives; compensation practices in patient-centered medical homes and accountable care organizations; and challenges in measuring physician productivity Revised and updated content on the legal and regulatory environment of human resources management, including sexual harassment, electronic monitoring and workplace searches, and termination A new chapter on human resources management practices that support quality improvement and patient safety initiatives Current developments in union
organizing and union membership in healthcare organizations. Written for current and aspiring managers throughout a healthcare organization not just those employed in the human resources department, this book establishes a vision in which everyone is a human resources manager.

**Essentials of Strategic Planning in Healthcare**

That's why we've provided wisdom you won't find in any other Management text—practical business principles and perspectives for all types of clinical settings to help you prepare for wherever life may lead you. Walk through true stories of trials and triumphs as Catherine Page shows you how to create a personal business plan that will set you up for success—whether you decide to own a clinic or focus on direct patient care.

**Developing Physician Leaders for Successful Clinical Integration**

Instructor Resources: PowerPoint slides, additional discussion questions, and web links. Today's healthcare leaders face constant challenge and change. Even as they cope with a rapidly evolving environment, they also must overcome existing obstacles inherent to running multifaceted operations. A solid value system will anchor leaders as they navigate these daily hurdles. This highly regarded book examines leadership through the lens of such values. It provides a comprehensive overview of leadership principles specific to the healthcare environment and explores both personal and team values that drive appropriate and effective behavior. Case studies, exercises, and self-assessment tools facilitate teaching, dialogue, and self-reflection. A valuable resource for seasoned practitioners and their leadership teams, the book is also used extensively in academic courses in leadership. Updates to this edition include: Expanded coverage of academic theories and popular approaches to leadership. A new chapter articulating the need to identify and develop new types of leaders in healthcare. A new chapter on the extensive work of researchers who have examined the impact of leadership on organizational outcomes. Updated and expanded discussion of servant leadership, change makers, employee engagement, emotional intelligence, and groupthink. Fresh examples and cases featuring clinical leaders, including both nurses and physicians.

**Basics of the U.S. Health Care System**

The Institute of Medicine study Crossing the Quality Chasm (2001) recommended that an interdisciplinary summit be held to further reform of health professions education in order to enhance quality and patient safety.
Health Professions Education: A Bridge to Quality is the follow-up to that summit, held in June 2002, where 150 participants across disciplines and occupations developed ideas about how to integrate a core set of competencies into health professions education. These core competencies include patient-centered care, interdisciplinary teams, evidence-based practice, quality improvement, and informatics. This book recommends a mix of approaches to health education improvement, including those related to oversight processes, the training environment, research, public reporting, and leadership. Educators, administrators, and health professionals can use this book to help achieve an approach to education that better prepares clinicians to meet both the needs of patients and the requirements of a changing health care system.

**Winning the Talent War**

In this Wall Street Journal and BusinessWeek bestseller, Michigan Business School guru and worldwide consultant Noel Tichy brings his special brand of organisational transformation to a practical level that guarantees a leader at every level of an organisation. Why do some companies consistently win in the marketplace while others struggle from crisis to crisis? The answer, says Noel Tichy, is that winning companies possess a "Leadership Engine", a proven system for creating dynamic leaders at every level. Technologies, products and economies constantly change. To get ahead and stay ahead, companies need agile, flexible, innovative leaders who can anticipate change and respond to new realities swiftly. Tichy explains that everyone has untapped leadership potential that can be developed winning leaders and winning organisations have figured out how to do this. In this acclaimed bestseller, Tichy offers colourful and insightful best-practice examples from dozens of leaders gathered from decades of research and practical experience.

**The Leadership Engine**

A conductor reveals powerful leadership lessons by explaining the inner workings of a symphony orchestra Roger Nierenberg, a veteran conductor, is the creator of The Music Paradigm, a unique program that invites people to sit INSIDE a professional symphony orchestra as the musicians and conductor solve problems together. He captures that experience in Maestro: A Surprising Story about Leading by Listening, a parable about a rising executive tough challenges. The narrator befriends an orchestra conductor and is inspired to think about leadership and communication in an entirely new way. For instance: • A maestro doesn't micromanage, but encourages
others to develop their own solutions. There's a big difference between conducting and trying to play all the instruments. • A maestro helps people feel ownership of the whole piece, not just their individual parts. • A maestro leads by listening. When people sense genuine open-mindedness, they offer more of their talent. If not, they get defensive and hold back their best ideas. • Truly great leaders, whether conductors striving for perfect harmony or CEOs reaching for excellence, act with a vision of their organization at its best. For more information, visit: www.MaestroBook.com

**Managing Health Services Organizations and Systems**

Management Principles for Health Professionals is a practical guide for new or future practicing healthcare managers. The customary activities of the manager—planning, organizing, decision making, staffing, motivating, and budgeting—are succinctly defined, explained, and presented with detailed examples drawn from a variety of health care settings. Students will learn proven management concepts, techniques, models, and tools for managing individuals or teams with skill and ease. The Sixth Edition is loaded with all-new examples from real-world healthcare settings and covers many current topics such as: ? Emerging implications of the Patient Protection and Affordable Care Act of 2010. ? A template to track the areas of impact of this major law is presented; this enables a manager to identify the topics to monitor and to prepare responses to changes as they unfold. ? Developments concerning electronic health record initiatives ? Adapting and revitalizing one’s career; ? Information concerning various staffing alternatives such as outsourcing and telecommuting, and updates the material concerning job descriptions and their application. New material has been added in the section on consultant's contracts and reports. ? Patient privacy and the detection and prevention of medical identity theft, and much more.

**Risk Management Handbook for Health Care Organizations**

Providing a global perspective on the increasingly important concept of talent management in the health sector, this significant new text brings together evidence and research findings to suggest how healthcare organisations can attract and retain talent. The demand for healthcare in many countries often exceeds the supply of those who can provide it, and with case studies from Asia, the UK and the US, this book provides geographical insights into the extent of this global challenge. Topics discussed include employee engagement, employer branding, retention and succession planning. Talent Management in Healthcare offers readers a substantial guide and provides a sustainable talent strategy for
organisations within the healthcare industry. An invaluable contribution to research on human resource development, this book will be of interest to academics and practitioners involved in organisational development, human resource management and healthcare management.

**Shortell and Kaluzny's Healthcare Management: Organization Design and Behavior**

Winner of the 2014 ACHE James A. Hamilton Book of the Year Award! The changes coming from health reform legislation, cost reduction, work redesign, growth in physician employment, greater consumer involvement, the introduction of ACOs, and the emphasis on value-based purchasing are having a profound and long-term impact on healthcare. Clinical integration is a must, and inclusion of physician leaders is essential for successful clinical integration. For healthcare organizations to maximize their potential during this transition, effective physician leadership is needed more than ever. Unlike other physician leadership books, this is an intensified examination of the development of clinically integrated organizations and the significantly expanded physician leadership role within them. Together Dye and Sokolov evaluate multiple clinically integrated organizations, clinical models, business models, and techniques to involve physicians to a greater degree. They also offer insights and suggestions on the cutting-edge topic of clinical integration and explore in detail the role physician leadership will play in the future. Themes include: Making physicians key stakeholders in the clinical transformation, business modeling, and strategy development Identifying physicians who have a propensity for leadership Understanding the difference between management and leadership Addressing issues physicians face as they make the transition from clinical roles to leadership positions Embracing clinical integration -- why this new entity calls for greater physician leadership and how to build a successful clinically integrated organization Learning from case studies and practical approaches Creating leadership development programs with an emphasis on the experiential side of leader development Examining on the significant impact of physician leadership derailment as compared with other leaders

**The Healthcare Leader's Guide to Actions, Awareness, and Perception**

Health Care USA, Ninth Edition offers students of health administration, public health, medicine, and related fields a wide-ranging overview of America’s health care system. Combining historical perspective with analysis of current trends, this expanded edition charts the evolution of modern
American health care, providing a complete examination of its organization and delivery while offering critical insight into the issues that the U.S. health system faces today.

**Communication Skills for the Healthcare Professional, Enhanced Edition**

The latest edition of this widely adopted text updates the description and discussion of key sectors of America’s health care system in light of the Affordable Care Act.

**Principles of Healthcare Leadership**

This book gives practical guidance on doing an action research project. Written for practitioners across professions who are studying on award-bearing courses, this book is packed full of useful advice and takes the reader through the various stages of a project, including: Starting your action research project Monitoring and documenting the action Techniques for dealing with the data Making claims to knowledge and validating them Making your research public: creating your living theory. The book's practical approach will appeal to practitioners and will encourage them to try out new strategies for improving their work. It will also be essential reading for those resource managers in schools, colleges and higher education institutions who are responsible for providing courses and support. This second edition of a best-selling book, has been thoroughly updated and improved by a number of features, being more accessible, dealing with current debates in literature and demonstrating the power of action research for individual practices.

**Leadership and Management in Healthcare**

Drawing on the most up-to-date policies and professional regulations, and with an emphasis on the provision of person-centred care, the authors - both of whom have backgrounds in clinical practice, education and management - show how essential leadership and management skills can be applied across a range of situations in everyday practice.

**Talent Management in Healthcare**

“Organizational behavior is the study of individual and group dynamics within an organization setting (micro level of analysis), whereas, organization theory is the study of the organization as a whole (macro level
of analysis). In other words, organizational behavior is the psychology of organizations and organizational theory is the sociology of organizations (Daft, 2004)"

**Maestro**

Griffith's name appears first on the earlier ed.

**Introduction to U.S. Health Policy**

Learn what evidence-based management (EB management) is and how it can focus thinking and clarify the issues surrounding a decision. The book provides a straightforward process for asking the right questions, gathering supporting information from various sources, evaluating the information, and applying it to solve management challenges. Numerous real-life examples illustrate how the EB management approach is used in a variety of situations, from inpatient bed planning to operating room scheduling to leadership development. These examples also demonstrate the potential costs and benefits of EB management. Show more Show less.

**The Tracks We Leave**

"This book aims to help healthcare management students and working professionals find ways to improve the delivery of healthcare, even with its complex web of patients, providers, reimbursement systems, physician relations, workforce challenges, and intensive government regulation. Taking an integrated approach, the book puts the tools and techniques of operations improvement in the context of healthcare so that readers learn how to increase the effectiveness and efficiency of tomorrow's healthcare system." -- back of the book

**Human Resources in Healthcare**

Instructor Resources: Test bank, PowerPoint slides, answer guides to discussion questions, and case study guidelines. In the dynamic and demanding field of healthcare, managers face a unique set of challenges. They lead complex organizations characterized by ever-changing relationships and reporting structures. They interact daily with personnel representing multiple specialties and different professional cultures. To be successful, healthcare leaders must be able to manage these complicated relationships. This book explores theories of organizational design, leadership, and management and the social psychology of organizations as
they apply to healthcare. The author, drawing on years of experience as a hospital CEO, uses real-world scenarios to illustrate the management practices that enhance organizational effectiveness and efficiency. Through chapter cases, activities, and questions that reinforce essential concepts, readers will gain an understanding of not only theory but also how the interrelationships of people, organizations, and structures drive the success of a healthcare organization. Organizational Behavior and Theory in Healthcare provides in-depth coverage of the following concepts and more:

- Theories of managing people
- Individual and organizational ethics and values
- Emotions and stress on the job
- Attitudes and perceptions
- Power and influence
- Leadership styles and their application
- Organizational culture
- Decision making and problem solving
- Group dynamics and teams
- Managing diversity
- Conflict management and negotiation
- Organizational design
- Strategy and change management

The comprehensive content is divided into 20 chapters, each dedicated to a specific topic, allowing instructors to adapt the book easily to their course. A listing of healthcare administration competencies by chapter assists instructors in creating a competency-based curriculum.

**TeamSTEPPS 2.0**

Basics of the U.S. Health Care System, Third Edition provides students with a broad, fundamental introduction to the workings of the healthcare industry. Engaging and activities-oriented, the text offers an especially accessible overview of the major concepts of healthcare operations, the role of government, public and private financing, as well as ethical and legal issues. Each chapter features review exercises and Web resources that make studying this complex industry both enjoyable and easy. Students of various disciplines—including healthcare administration, business, nursing, public health, and others—will discover a practical guide that prepares them for professional opportunities in this rapidly growing sector.

**You and Your Action Research Project**

There are good leaders, then there are exceptional leaders. The answer to "What makes a leader exceptional?" is simple: competencies. Competencies are a set of professional and personal skills, knowledge, values, and traits that guide a leader's performance. This book focuses on the 16 key competencies that distinguish good leadership from great leadership.

**The Well-managed Healthcare Organization**
Instructor Resources: Test bank, PowerPoint slides, and answers to end-of-chapter discussion questions. In healthcare, strong leadership is crucial. Today's volatile and ever-changing environment calls for a new set of leadership skills. As cost reduction, quality improvement, and management of scarce resources become increasingly important, healthcare leaders must know how to build a positive culture, manage change and conflict, establish trust, promote creativity and innovation, and empower every staff member in their organization to succeed. Principles of Healthcare Leadership provides complete coverage of the topics most vital to the success of a healthcare leader. Beginning with foundational leadership theory, including a discussion of power and influence, the book then explores distinct leadership styles and skills, the importance of organizational culture building, and strategies for leading people in healthcare delivery. Additional key topics include: Creativity and innovation Entrepreneurship Trust Change and conflict Leadership development and trends Team performance End-of-chapter summaries and discussion questions allow students to review and apply each chapter's concepts while they learn. Five comprehensive leadership case studies provide opportunities to integrate and apply skills featured in the book. The future of healthcare is now, and this book will guide leaders, current and future, as they manage daily change and growth in their redesigned healthcare organization.

Professional Issues in Nursing

"A cornerstone resource for students and practitioners of health care management who need an authoritative introduction to epidemiological principles, how epidemiology is practiced today, and the most up-to-date applications of epidemiology in planning, evaluating, and managing health care for populations. This fully revised third edition features brand-new coverage on reimbursement approaches and managing infection outbreaks, as well as updated case studies. Most importantly, it provides dependable information on everything you need to know about Patient Protection and Affordable Care Act and the incorporation of ICD-10"--

Fundamentals of Human Resources in Healthcare

"The Law of Healthcare Administration teaches readers to think through these and other questions of law. Wide-ranging and skillfully written, author Stuart Showalter surveys the pressing issues uncovered during of two centuries of US policy, court decisions, and regulation. Unlike other textbooks on healthcare law, this book emphasizes a practical understanding of legal concepts of interest to students and educators in health
administration, public health, nursing, allied health, and related programs. It does so in plain, accessible language, featuring real-life judicial decisions"--

The Leaders Within

 Completely updated to address the challenges faced by modern health care organizations, the sixth edition of SHORTELL AND KALUZNY'S HEALTH CARE MANAGEMENT: ORGANIZATION DESIGN AND BEHAVIOR offers a more global perspective on how the United States and other countries address issues of health and health care. Written by internationally recognized and respected experts in the field, the new edition continues to bring a systemic understanding of organizational principles, practices, and insight to the management of health services organizations. Based on state-of-the-art organizational theory and research, the text emphasizes application and challenges you to provide a solution or a philosophical position. Coverage includes topics ranging from pay for performance and information technology to ethics and medical tourism and expands upon a major theme of the fifth edition: health care leaders must effectively design and manage health care organizations while simultaneously influencing and adapting to changes in environmental context. Important Notice: Media content referenced within the product description or the product text may not be available in the ebook version.

Healthcare Operations Management

Evidence-based Management in Healthcare

This practical guide focuses on the role of the manager in health care organizations, providing a systematic, integrative treatment of individual, group and organization issues. Thid new edition includes cutting-edge topics such as multi-institutional settings, negotiation and bargaining, ethical issues and technological innovation. The focus in this edition is more on practical applications than theory. Mini-cases, discussion questions, managerial guidelines and problem exercises are also contained in the book.

Sultz & Young's Health Care USA

Management Principles for Health Professionals
Using an approach that fosters critical thinking and values clarification, this textbook examines the full range of professional issues facing contemporary nursing. Coverage includes critical issues such as the nursing shortage, mandatory staffing ratios, violence in nursing, legal and ethical issues, plus the latest HIPAA regulations, career advancement and evaluations, and best practices for today and the future. This edition includes two NEW chapters: 1) a NEW chapter on developing effective leaders to meet 21st century healthcare challenges, and 2) a NEW chapter on the use of residencies for new graduate nurses as a transition to practice. In addition to these exciting additions, content has been updated throughout the book to reflect cutting-edge trends in healthcare including the impact of healthcare reform, and recommendations from the Institute of Medicine (IOM). This edition promises to be an integral tool to providing effective nursing care in an increasingly global, rapidly changing, technology driven world.

**Leadership in Healthcare**

Instructor Resources: PowerPoint slides, discussion questions, and mini-cases for breakout group analysis. Through a series of timely and relevant cases based on real-life experiences, this book explores the kinds of management dilemmas and moral challenges that confront healthcare managers on a day-to-day basis. Good management requires making morally sound decisions and understanding the ethical implications for your organization, community, patients, and your career. In this updated edition, readers will explore the interrelatedness of ethics and management and common barriers to ethical decisions. In-depth analyses of cases and strategic discussions bring to life these complex issues: Diversity management Information technology Disaster planning Medical errors Physician impairment Conflict of interest Sexual harassment and gender discrimination Workforce reduction Mergers Conflicting moral demands This practical guide gives direction and guidance to help healthcare managers at all levels of the organization build an ethical culture, advocate a business case for ethics that addresses structural issues, and adopt an ethical decision-making model for the organization.

**Exceptional Leadership**

According to Transforming Health Care Scheduling and Access, long waits for treatment are a function of the disjointed manner in which most health systems have evolved to accommodate the needs and the desires of doctors and administrators, rather than those of patients. The result is a health care system that deploys its most valuable resource--highly trained
personnel—inefficiently, leading to an unnecessary imbalance between the demand for appointments and the supply of open appointments. This study makes the case that by using the techniques of systems engineering, new approaches to management, and increased patient and family involvement, the current health care system can move forward to one with greater focus on the preferences of patients to provide convenient, efficient, and excellent health care without the need for costly investment. Transforming Health Care Scheduling and Access identifies best practices for making significant improvements in access and system-level change. This report makes recommendations for principles and practices to improve access by promoting efficient scheduling. This study will be a valuable resource for practitioners to progress toward a more patient-focused "How can we help you today?" culture.

**Digital Medicine**

Essentials of Strategic Planning in Healthcare introduces readers to the factors influencing the strategic planning process in hospitals and other health services institutions today. Structured around a comprehensive case study and accompanying end-of-chapter exercises, this text places readers in the planner's seat, asking them to apply what they have learned to lead the hospital in the case study to success. Topics covered include: The role leadership plays in strategic planning Organizational factors critical to strategic planning Completing a SWOT analysis Analytical tools that support strategic planning Key data sources available to planners Strategic opportunities presented by pay-for-performance initiatives Communicating the strategic plan to multiple stakeholders Linking the strategic plan to operating performance Physician involvement in strategic planning Strategic planning initiatives across the continuum of care Hospital-physician integration models Factors affecting strategic planning in the post-acute care industry Jeffrey P. Harrison, PhD, FACHE, is an associate professor of health administration at the University of North Florida. Previously, Dr. Harrison held a wide range of managerial positions, including chief operating officer of a hospital, director of a large medical group, and leader at the health system level. He is founder and president of Harrison Consulting Group, Inc., a healthcare consulting firm.

**Management in Physical Therapy Practices**

There is a shortage of leadership talent, in healthcare as well as other industries, and it is worsening, proclaims Dye, a consultant with a human-resources background in the health care industry. Therefore, he says, the
top strategic and tactical priority of every organization must be to find and keep the great talent that is available. Annotation copyrighted by Book News Inc., Portland, OR.

Transforming Health Care Scheduling and Access

An All-New Second Edition of the Essential Health Leadership Text Leadership for Health Professionals: Theory, Skills, and Applications, Second Edition is the first textbook of its kind to apply classical knowledge of leadership theory and time-honored best practices of industry leaders to a health organization context. This comprehensive and well-organized text is grounded in real-world applications of theoretical concepts, and focuses on practical examples of leadership practice in actual healthcare scenarios. The text’s innovative and dynamic pedagogical structure cycles and expands key concepts throughout the text, allowing for enhanced learning and information retention. The material supports and engages students, pushing them to synthesize solutions and develop leadership strategies that are flexible enough to address an ever-changing industry. The fully-revised and updated Second Edition includes new material supporting leadership in “high performing organizations,” as well as a stronger emphasis on leading systems and sub-systems of health organizations. The Second Edition also features a new chapter on the healthcare supply chain and integration with revenue management and finance, expanded material on competencies and motivation, new material on emergency and disaster preparedness for hospitals and public health systems, and expanded material on strategic and operational planning. Ideally suited for graduate or upper-level undergraduate students in health professions programs, Leadership for Health Professionals, Second Edition is the essential text for future healthcare industry leaders. Key Features Text developed based on competencies from the Healthcare Leadership Alliance Competency Directory Practical, real-world cases from health leaders across the industry that demonstrate the application of theoretical principles in practice Material organized in four parts according to Bloom’s Taxonomy of the Cognitive Domain, which encourages retention, synthesis, and learning Instructor Resources, including an Instructor’s Manual, PowerPoint Presentations, and a Test Bank Each new copy of the text includes an access code to the Navigate Companion Website with helpful Student Resources

Managerial Epidemiology for Health Care Organizations

Instructor Resources: PowerPoint slides, chapter overviews, suggested class activities and assignments, and a transition guide to the new edition.
Chapter 13 Excel Model for Students (click here for access) Human Resources in Healthcare: Managing for Success, Fourth Edition, presents the techniques and practices behind effective management of people--the healthcare profession's most important asset. It provides the concepts and practical tools necessary for meeting the unique challenges in today's healthcare environment. This edition has been thoroughly revised and includes the following new content: An expanded chapter on employment law and employee relations A new chapter on credentialing of healthcare providers A thorough update on staff recruitment, selection, and retention practices An expanded section on performance management, including workplace bullying A new chapter on workforce planning in a rapidly changing healthcare system A new chapter on nurse staffing in healthcare organizations New problem-based learning cases to engage students and expand learning comprehension Updated short cases, discussion questions, and exercises throughout

Organizational Behavior and Theory in Healthcare

Risk Management Handbook for Health Care Organizations, Student Edition This comprehensive textbook provides a complete introduction to risk management in health care. Risk Management Handbook, Student Edition, covers general risk management techniques; standards of health care risk management administration; federal, state and local laws; and methods for integrating patient safety and enterprise risk management into a comprehensive risk management program. The Student Edition is applicable to all health care settings including acute care hospital to hospice, and long term care. Written for students and those new to the topic, each chapter highlights key points and learning objectives, lists key terms, and offers questions for discussion. An instructor's supplement with cases and other material is also available. American Society for Healthcare Risk Management (ASHRM) is a personal membership group of the American Hospital Association with more than 5,000 members representing health care, insurance, law, and other related professions. ASHRM promotes effective and innovative risk management strategies and professional leadership through education, recognition, advocacy, publications, networking, and interactions with leading health care organizations and government agencies. ASHRM initiatives focus on developing and implementing safe and effective patient care practices, preserving financial resources, and maintaining safe working environments.

The Law of Healthcare Administration, Ninth Edition
COMING AUGUST 2019! A company full of potential CEOs would be one of the greatest assets an organization could ever hope to acquire. Are you ready to roll up your sleeves to make it happen? The Leaders Within: Engagement, Leadership Development, and Succession Planning presents an integrated model for creating an organizational infrastructure in which leadership development acts as a funnel for succession planning. When they follow this guidance, readers can enhance their organization's learning, leadership, and longevity. The authors draw on their real-world experience in a large health system to define the three unique roles in creating a successful leadership development and succession planning program: the Visionary, who helps the organization and its employees see their future potential; the Architect, who oversees the actual implementation of the program; and the Board Advocate, who secures the governing board's support for the process. Readers will recognize which role they personally play and gain a deeper understanding of how their organization can embed leadership development and succession planning in its DNA. Examples and case studies gathered from over the course of a decade are used to address topics such as: Achieving buy-in from the board and executive team Identifying potential succession candidates Assessing candidates' strengths and opportunities for development Replacing key leaders while maintaining leadership continuity Succession planning and leadership development are two manifestations of the same core principles: a commitment to company values, a desire to foster leadership potential, and a long-term vision for the organization's success. Readers of this book will acquire insight and learn methods for helping redefine their organizations' next generation of leadership.

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