

# REALLY MANAGING HEALTH CARE

SECOND EDITION



VALERIE ILES

# Really Managing Health Care

**John Torinus**



## **Really Managing Health Care:**

Really Managing Health Care Valerie Iles, 1997 Much has been made of the distinction between management and leadership but in health care this separation is unhelpful Like the first edition this completely revised edition of Really Managing Health Care describes a model real management that brings the two elements together and demonstrates how it can be applied at all levels within health care organisations Drawing on theory across a wide range of management disciplines and illustrating these with practical examples the book enables health care professionals and organisational leaders to Interact more effectively with others Increase the influence of their team Ensure that clinical care is improved as a result of their actions Case studies clearly illustrate real life issues and explore ways in which people caught up in them can behave as real managers people who really manage health care masters of the art of getting things done within the specific dynamics of this field Book jacket

**Really Managing Health Care** Valerie Iles, 2005-11-16 Praise for the first edition Valerie Iles has such a sensitive no nonsense style that she easily succeeds in seducing the reader to accept her arguments about what is going so badly wrong with management in health care The case studies can only be described as gems But perhaps the greatest message this book can give to the NHS and health care managers in particular is that change is unstoppable All organisms must adapt with their environment or die Health Service Journal Yes This is a book that draws heavily on real life observations with an appropriate balance of theory and pragmatism It tackles the challenges we all face in our everyday work managing people change money ourselves and organisations Nursing Times anyone who has a part to play in managing health services would benefit from reading it British Medical Journal Much has been made of the distinction between management and leadership but in health care this separation is unhelpful Like the first edition this completely revised edition of Really Managing Health Care describes a model real management that brings the two elements together and demonstrates its application in health care settings Drawing on theory across a wide range of management disciplines and illustrating these with practical examples Valerie Iles succinctly answers three crucial questions How can I manage clinical professionals How can I increase the influence of my service What changes do I need to introduce to improve the quality of care my service is offering Written specifically for people suspicious of management jargon Really Managing Health Care is designed for service leaders from across health and social care and introduces ways of approaching the management task which recognize the particular dynamics of this field

**The Well-managed Healthcare Organization**

Kenneth Ray White, John R. Griffith, 2010 Griffith's name appears first on the earlier ed *Health Professions Education* Institute of Medicine, Board on Health Care Services, Committee on the Health Professions Education Summit, 2003-08-01 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. *Leadership in Healthcare* Richard B. Gunderman, 2009-04-03. Leadership in Healthcare opens up the world of leadership studies to all healthcare professionals. Physicians, nurses and other healthcare professionals spend thousands of hours studying the science and technology of healthcare and years or even decades putting into practice recent findings in molecular biology, clinical diagnostics and therapeutics. By contrast, the topic of leadership and the traits of effective leaders tend to receive remarkably little attention. Yet no less vital than an understanding of how to interpret diagnostic tests and design care plans is a grasp of healthcare's organizational side including the operation of multidisciplinary care teams, academic departments and hospitals. If patient care, education, research and professional service are to thrive in years to come, we must do a better job of preparing healthcare professionals to lead effectively. Composed of insightful and thought provoking essays on the key facets of leadership, this book is designed to meet the needs of several important constituencies including educators of health professionals who wish to incorporate leadership into their educational programs, health professional organizations seeking to enhance their members' leadership effectiveness and individual health professionals who wish to embrace leadership in their personal and professional lives. This book represents a vital resource for health professionals who wish to enhance the quality of leadership in health professions education, practice and professional development. In addition to regularly caring for patients, Richard Gunderman MD PhD MPH brings to this discussion a wealth of personal experience in professional and organizational leadership. Introduction to Health Care Management Sharon B. Buchbinder, Nancy H. Shanks, 2016-03-28. This concise, reader friendly introductory healthcare management text covers a wide variety of healthcare settings from hospitals to nursing homes and clinics. Filled with examples to engage the reader's imagination, the important issues in healthcare management such as ethics, cost management, strategic planning and marketing, information technology and human resources are all thoroughly covered. **The Business Basics of Building and Managing a Healthcare Practice** Neil Baum, Marc J. Kahn, 2019-11-20. This book is intended to be a roadmap towards a successful practice for medical students, residents, fellows and doctors. This roadmap focuses on how to build and manage a medical practice and can be applied regardless if the reader is employed, joins a small group or if they are a doctor who decides to start their own practice. Part I covers the basic business concepts that every physician needs to know. Chapters emphasize the benefits that accrue to a physician who understands the basics of business. Part II provides a guide for doctors who are beginning a medical practice.

The chapters define the various options for doctors employment such as solo practice group practice and academic medicine The section also includes the process of negotiating contracts identifying the advisers who help physicians become successful and secure within their field and practice The final part emphasizes strategies on how to build and grow a successful practice by covering topics such as hiring staff employee motivation creating a brand gaining recognition online reputation and presence crisis management integrating new technology and work life balance The Business Basics of Building and Managing a Healthcare Practice serves as a valuable resource that helps doctors make a difference in the lives of their patients as well as help them make good financial decisions

**The Myths of Health Care** Paola Adinolfi,Elio Borgonovi,2018-08-23 This provocative appraisal unpacks commonly held beliefs about healthcare management and replaces them with practical strategies and realistic policy goals Using Henry Mintzberg s Myths of Healthcare as a springboard it reveals management practices that undermine care delivery explores their cultural and corporate origins and details how they may be reversed through changes in management strategy organization scale and style Tackling conventional wisdom about decision making cost effectiveness service quality and equity contributors fine tune concepts of mission and vision by promoting collaboration engagement and common sense The book s multidisciplinary panel of experts analyzes the most popular healthcare management myths among them The healthcare system is failing The healthcare system can be fixed through social engineering Healthcare institutions can be fixed by bringing in the heroic leader The healthcare system can be fixed by treating it more as a business Healthcare is rightly left to the private sector for the sake of efficiency The Myths of Health Care speaks to a large diverse audience scholars of all levels interested in the research in health policy and management graduate and under graduate students attending courses in leadership and management of public sector organization and practitioners in the field of health care

**Workplace Clinics and Employer Managed Healthcare** A. Michael LaPenna,2017-07-27 Workplace Clinics and Employer Managed Healthcare A Catalyst for Cost Savings and Improved Productivity is not another diatribe on the national healthcare problem Instead it is a book about what is possible Mike LaPenna shares with readers the actual experiences of those self funded employers who are moving healthcare access on site and directl

Managing the Myths of Health Care Henry Mintzberg,2017-05-15 With a focus on reframing the management and organization of healthcare this thoughtful resource claims that care cure control and community have to work together within healthcare institutions and across them to deliver quantity quality and equality simultaneously

**The Company That Solved Health Care** John Torinus,2010 Explains how employers can take control of the increasing burden of health care costs using the approach taken by Serigraph a company that focused on consumer responsibility primary care and centers of value as a model for improving health care while lowering the cost

For-Profit Enterprise in Health Care Institute of Medicine,Committee on Implications of For-Profit Enterprise in Health Care,1986-01-01 This book is the most authoritative assessment of the advantages and disadvantages of recent trends toward the commercialization of health care

says Robert Pear of The New York Times This major study by the Institute of Medicine examines virtually all aspects of for profit health care in the United States including the quality and availability of health care the cost of medical care access to financial capital implications for education and research and the fiduciary role of the physician In addition to the report the book contains 15 papers by experts in the field of for profit health care covering a broad range of topics from trends in the growth of major investor owned hospital companies to the ethical issues in for profit health care The report makes a lasting contribution to the health policy literature Journal of Health Politics Policy and Law Health Care Information Systems Karen A. Wager, Frances W. Lee, John P. Glaser, 2017-03-27 BESTSELLING GUIDE UPDATED WITH A NEW INFORMATION FOR TODAY S HEALTH CARE ENVIRONMENT Health Care Information Systems is the newest version of the acclaimed text that offers the fundamental knowledge and tools needed to manage information and information resources effectively within a wide variety of health care organizations It reviews the major environmental forces that shape the national health information landscape and offers guidance on the implementation evaluation and management of health care information systems It also reviews relevant laws regulations and standards and explores the most pressing issues pertinent to senior level managers It covers Proven strategies for successfully acquiring and implementing health information systems Efficient methods for assessing the value of a system Changes in payment reform initiatives New information on the role of information systems in managing in population health A wealth of updated case studies of organizations experiencing management related system challenges Managerial Epidemiology for Health Care Organizations Peter J. Fos, David J. Fine, Miguel A. Zúniga, 2018-03-13 A new edition of the comprehensive and practical introduction to managerial epidemiology and population health Managerial Epidemiology for Health Care Organizations has introduced the science of epidemiology and population health to students and practitioners in health management and health services for over sixteen years The book covers epidemiology basics introducing principles and traditional uses and then expertly showing its contemporary uses in planning evaluating and managing health care for populations and the practical application in health care management The book s practical and applied approach with real world examples sprinkled throughout has made it the go to book for managerial epidemiology and population health courses Since the second edition was published in 2005 the health care landscape has undergone significant changes Passage of the Patient Protection and Affordable Care Act and the incorporation of ICD 10 have impacted the entire health care system This newly updated third edition will address these two significant changes as well as several others that have taken place It also features new chapters on reimbursement approaches and managing infection outbreaks as well as updates to the four case study chapters that anchor the book Witness how epidemiological principles are applied to the delivery of health care services and the management of health care organizations Examine the major changes brought on by the passage of health care reform and incorporation of ICD 10 Discover the core epidemiology principles and see how they are applied in planning evaluating and managing health care for

populations If you re a student or professional in any area of health services including health administration nursing and allied health then Managerial Epidemiology for Health Care Organizations is the perfect book for you It successfully demonstrates how health care executives can incorporate the practice of epidemiology into their various management functions and is rich with current examples concepts and case studies that reinforce the essential theories methods and applications of managerial epidemiology Managing Health Programs and Projects Beaufort B. Longest, Jr.,2004-07-08 This essential resource shows how to effectively organize implement and evaluate health programs and projects Managing Health Programs and Projects clearly defines and describes the work of managers in health programs and projects The book explores the decision making process defines the process of communicating probes the fundamentals of program planning explains budgeting covers staffing for programs and projects and explains how leaders motivate participants in health programs and projects **Great Health Care** J. Harrington,Eric D. Newman,2011-12-14 Great Health Care is enlightening and entertaining It s a must read for physicians patients health policymakers and administrators and the interested public anyone who wants to understand what great health care is and how we might build it together The authors share their stories and motivations and the methods they have used to transform care for their own patients within their own practices and health systems They thoughtfully explore how we got into this mess how we can get out of it and the barriers to making it happen It is not only the impact of chronic diseases on our health and economy that draws us to this subject It is the intriguing and rewarding potential for improving the status quo through redesigning how chronic disease care is provided and paid for Timothy Harrington MD You can t do things differently until you see things differently Eric Newman MD We start people on the road to recovery but the 12 weeks of cardiac rehabilitation is just the warm up period The really important part is what happens afterward Richard Lueker MD Beth McCormick MS We believe the extra ordinary efforts of our program coordinators are key to our clients wellbeing and our unusually low readmission rate Kathi Farrell RN BSN PHN Kathleen Sullivan RN MSN In real life we are not usually given the chance to have a do over But we are given the chance to continuously improve With the right skill sets and the right partners we can transform Eric Newman MD *Healthcare Management* Kieran Walshe,Judith Smith,2006 this is an excellent text It is well constructed and appropriately pitched and because the editors seek feedback on its style and content it is likely to retain its relevance in future editions Nursing Management This comprehensive text covers all of the major aspects of HCM and is written by experts in the field The book is structured into three main sections bracketed by an introductory chapter setting the policy context and offering an overview map of what follows a concluding chapter draws together the key themes and offers a view about the future development and trends in healthcare management The main sections of the book examine The health policy and practice context for healthcare management The specific challenges of managing healthcare organizations Key managerial techniques and methods that managers need to be able to use effectively in their practice Each chapter includes self test exercises

summary boxes further reading and a list of web based resources This book is key reading for researchers managers and healthcare policy makers with a genuine interest in the links between the theory and practice of healthcare management and how best practice might be achieved within healthcare systems      *Leadership and Management in Healthcare* Neil Gopee,Jo Galloway,2017-03-06 Now in its Third Edition this best selling textbook continues to support you on your journey from being an emerging registered healthcare professional through to becoming a competent care manager Action points case studies and strong practice guidelines enable you to understand how leadership and management theory applies to the care you deliver in a wide range of care settings Fully updated throughout the new edition includes More case studies and examples from a wide range of care settings and countries New key topics such as dimensions of leadership NHS Change Model transition to registered practitioner and revalidation requirements emotional intelligence and resilience A companion website with access to further case studies journal articles and web links This book is essential for nursing health and social care students taking modules on leadership management and transition to practice in their final year as well as for newly qualified professionals or those seeking to refresh their skills      Launching and Leading Change Initiatives in Health Care Organizations David A. Shore,2014-05-27 Implement change that fosters sustainable growth and better patient care Health care projects depend on astute management of change But more than anything else they depend on leaders who pay attention who understand the importance of starting right and who know how to launch projects that succeed If leaders can increase the percentage of successful projects patients and practitioners everywhere will be better off and so will the organizations that depend on these projects for innovation In *Launching and Leading Change Initiatives in Health Care Organizations* Managing Successful Projects Author David A Shore of the Harvard School of Public Health speaks directly to the health care leaders and managers who see the need for change but keep encountering nearly insurmountable challenges Through his research Shore discovered that most implementation failures occur because of a poor launch and that strengthening processes and operations during the early weeks of a new project is a key to continued success The book covers issues like The preliminary groundwork that cultivates a stronger launch Systematic and selective project selection Building the team that accomplishes change Skill building and record keeping systems that foster sustainable growth *Launching and Leading Change Initiatives in Health Care Organizations* gives leaders and managers the practical easy to implement ideas and methodologies to start and manage projects successfully      *EBOOK: Health Management Information Systems* Jack Smith,1999-12-16 The growth and development of health information systems have been of a scale and at a pace that many health professionals are left wondering quite how to relate to the changes that have taken place This comprehensive text is aimed at both practitioners and students and it relates systems and management theories to applications found in health settings and compares the best of international practice It sets out the basic principles of health management information systems and illustrates them with examples and case studies from a wide range of health care



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