MANAGEMENT IN THE AUSTRALIAN HEALTH CARE INDUSTRY

edited by

MICHAEL CLINTON

3rd edition
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ACKNOWLEDGEMENTS

I should like to thank my former colleague at Queensland University of Technology and former co-editor, Dan Scheiwe, for having the original idea for this text and for his input into the first two editions. I should also like to thank the contributors to the first and second editions for updating their chapters and the new contributors for expanding the text to meet the needs of a wider range of readers. I am grateful to Nicole Meehan and Josephine Chan at Pearson Education Australia for seeing the text through the various stages of production and to Kate Ormston-Jeffery for her skilful subediting and valuable suggestions. I should also like to acknowledge the contribution of Rachael Green, Research Assistant at the School of Public Health, Curtin University of Technology, for her help in checking references, citations and websites.

Michael Clinton June 2004
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INTRODUCTION

This new edition of Management in the Australian Health Care Industry has been completely revised to provide students taking undergraduate courses with an up-to-date guide to the management issues that confront the industry. The revised text will also be useful to postgraduate students taking courses in health management for the first time. Although the content of the text has been completely revised, the pedagogical features of the first two editions have been retained. Readers will find objectives, discussion questions and exercises for each chapter, which I hope will assist with classroom instruction, flexible course delivery and distance education. Careful account has been taken of the views of university staff and students in revising the text. Less emphasis has been placed on nursing in the hope of meeting the needs of students who are members of other health professions. New chapters have been included to cover important topics that were neglected in previous editions.

The 18 chapters in the new edition have been organised into three groups. The first group (Part I) focuses on health care systems. I provide an updated overview of the Australian health care system in Chapter 1. Linda Grenade, Barbara Horner and Duncan Boldy analyse the residential aged care system in Chapter 2. Janice Lewis considers the management of rural health services in Chapter 3. Mohammed Ali and Paola Ferroni examine aspects of international health in Chapter 4.

The second group (Part II) examines contexts of health service management. Janice Lewis considers management theory and practice in Chapter 5. Gavin Mooney examines concepts and values in health economics in Chapter 6. Tony Badrick and Arthur Preston consider organisational influences on health service management in Chapter 7. Rosalie Boyce presents a detailed case study on the management of the allied health professions in Chapter 8. Although the content of Chapter 7 is significant in its own right, it can also be considered a useful introduction to the issues taken up by Rosalie Boyce. Similarly, John Kelly’s discussion of legal aspects of health service management in Chapter 9 stands alone, but also provides an introduction to the next two chapters. Carol Fox expands on John Kelly’s arguments by considering the important issue of employee relations in health service management in Chapter 10. Phil Carrivick and Jeff Spickett expand on the theme of management obligations in law in their discussion of occupational safety and health in Chapter 11.

The final group (Part III) is concerned with management processes. I examine strategic thinking and planning in Chapter 12. Joanne Foster updates her chapter on information technology and health informatics in Chapter 13. Lorraine Ferguson addresses casemix issues in Chapter 14. Evelyn Hovenga contributes two updated chapters, in Chapter 15 and Chapter 16. Her first chapter is concerned with the evaluation of organisational performance, and is best read in conjunction with Chapter 12. Evelyn Hovenga’s second chapter is concerned with personal performance management, and should be read in conjunction with Chapter 10. Nell Arnold updates her chapter on integrated marketing in Chapter 17. Peter Collard addresses the previously neglected topic of tendering for health services and writing submissions in Chapter 18.
Feedback on any aspect of the text is welcome from any source. Suggestions for a 4th edition are equally welcome. I hope that this 3rd edition will be as useful to students of health service management and their teachers as the first two editions.

Michael Clinton
EQUIP YOURSELF WITH THE KNOWLEDGE TO WORK AND MANAGE EFFECTIVELY

This third edition of Management in the Australian Health Care Industry is a comprehensive guide to the management issues that confront the health care industry in the 21st century. The text has been completely updated with twelve new chapters and six substantially revised ones to reflect current trends in the Australian health care system.

Key features of this edition include:

• new chapters on rural health, international health and managing residential aged care to highlight the diversity of clinical settings
• thorough discussions on legal aspects of health service management, employee relations and occupational health and safety to provide a clear guide to these essential aspects of the workplace
• a greater emphasis on understanding and utilising new technologies and health informatics for the benefit of employees and patients
• a section on management processes which provides a practical focus with new chapters on planning, strategy, marketing, case mix and tendering for successful implementation of workplace leadership and reform.

This text is a superb resource for introductory courses at any level in health care administration and management. It is also invaluable for practitioners looking to upgrade their skills. Management in the Australian Health Care Industry provides the reader with an excellent grounding in the issues and challenges facing the contemporary health care system.

About the editor
Professor Michael Clinton is Dean (Organisational Management) in the Division of Health Sciences at Curtin University. He is joined by an expert team of contributors from around the country who specialise in their individual topics.