Introduction

Since its formal beginnings in 1934 at the University of Chicago, the field of health administration has developed significantly. Over the decades the theoretical underpinnings of the field have developed and shifted from classical and scientific management perspectives to human relation perspectives, from closed system perspectives to open system perspectives, and from rational to natural perspectives. Each of these perspectives has had its influence on the organizational and management theories upon which field of health administration developed.

Contemporary theoretical models and practices include such notions as benchmarking, balanced scorecard, and total quality management to mention but a few. In recent years various inter-organizational theories have influenced vertical, horizontal and integrated organizational relationships and the management practices associated with them. The health services field is a plethora of organizational patterns with associated management practices.

This KAM is designed to help you expand and demonstrate your knowledge of health administration theory, methods, and practices. You will need to document an interdisciplinary approach to the provision of health services.

Overall Learning Objectives

When you have completed this KAM, you will be able to:

1. Identify, define, and discuss different theories that underpin the organizational structure and management of health services organizations;

2. Identify, compare, contrast, and critique at least three classical and contemporary health services administration and organization theories;
3. Analyze a health administration issue by applying concepts, principles, and models of organizational design and management; and

4. Demonstrate your ability to apply contemporary theory and research to issues of practical significance.

Breath Component
Health Services in the Contemporary Context: Health Administration

The purpose of the Breadth component is to help you gain a comprehensive understanding of the various organizational and management theories relevant to the provision and delivery of health services. To this end you will conduct a critical evaluation of selected theories. The emphasis in the Breadth component is on theoretical knowledge. This requires a demonstration of the theoretical foundation of the various theories being addressed. Among the consideration are the assumptions of the theories and their ability to influence and assess organizational effectiveness. Analysis should be more integrative and less functional in its focus. Appendix A provides general assessment criteria for the KAM.

Upon completion of the breadth component of this KAM, you will have a renewed appreciation for the complexity of the issues surrounding the administration of health services within a specific context. You will be familiar with major practices, trends, and theories as well as the people behind them. Lastly, you will demonstrate your breadth of knowledge by writing a theory-based scholarly paper.

Learning Resources and Bibliographic Guidelines

The following learning resources are provided only as examples. Compile your own bibliographic references, which may include these. From the bibliography that you have compiled select five or more texts and at least one contemporary refereed journal article for demonstration of competency in the Breadth component of the KAM. If you have difficulty compiling a bibliography or choosing relevant reading, consult with your Faculty Mentor or KAM assessor. Illustrative Subject Headings provided in Appendix B, along with other related terms, may be helpful in conducting a literature search for this entire KAM. Other search tips are provided in Appendix C.


**Demonstration of Competence**

Using the knowledge resources covered, write a scholarly paper that demonstrates an advanced understanding of the classical and contemporary theories of health administration. The paper must demonstrate comprehension, critical thought, and ability to compare, contrast, evaluate, and synthesize different organization and management theories, concepts, ideas, and elements relevant to the field of health administration that you encountered during your study of the literature. The paper must result in a clear documentation of the breadth of your knowledge of the contemporary theoretical context of health administration. The expected length of the Breadth component is about 25-30 double-spaced pages. The paper is considered equivalent to 5 quarter credit hours of graduate work in a traditional program.
Depth Component

Current Concepts and Methods in Health Services:
Health Administration

Learning Objectives

The purpose of the Depth component is to help you to analyze and explain a selected contemporary strategic issue in health administration. For this analysis, use theories, principles and concepts examined in the Breadth component, along with empirical studies on the subject (the basis for the annotated bibliography section of this component). Your task is to demonstrate your ability to use both theory and research to critically analyze and explain the strategic management issue that concerns and interests you as a scholar-practitioner.

Strategic challenges are all around us. Almost daily the media and professional forums raise some health services strategic management issue. You may be responsible for such decision making in your professional life. For the Depth component, concentrate on a concrete strategic health administrative issue that has professional or personal interest to you. Demonstration of scholarly quality requires the application of at least some of the theoretical models and principles discussed in the Breadth component, along with the current studies on the selected issue.

Upon completion of the depth component of this KAM, you will be familiar with contemporary, research-based concepts and methods corresponding to the strategic management of health services.

Learning Resources and Bibliographic Guideline

Read at least five books selected in consultation with your assessor. These works should focus on strategic management of health services and various implementation models. The following resource are offered only as examples:


**Demonstration of Competence**

Complete both of the following:

1. Compile an annotated bibliography of sources relating to your area. This bibliography must include a summary and critical analysis for a minimum of fifteen sources and should be drawn primarily from current (past three years) research-based articles in scholarly/professional journals. Appendix D contains a list of journals as potential sources for articles.

2. Write a scholarly paper that requires an in-depth, research-based examination of the contemporary concepts and methods of the strategic management of health services. You may want to use the bibliography developed above as a base.

Use the literary sources read for this KAM, including those in the annotated bibliography, as reference material for this assignment. The expected length of this paper is about 25-30 double-spaced pages. The total depth component assignment is equivalent to 5 quarter credit hours of graduate work in a traditional program.

**Application Component**

**Integrative Professional Practice in Health Services:**

**Health Administration**

**Learning Objectives**

The purpose of this component is to provide a hands-on opportunity to apply theories and research findings to a concrete situation within your professional domain. You will demonstrate your ability to effectively incorporate current organization and management theories into your professional practice.
Upon completion of the depth component of this KAM, you will have a better understanding for the relationship between emerging theory (breadth), research-based methods (depth), and your own professional role (application). You will understand the integrative significance (application) of selected research-based concepts and methods (depth) within a specific theoretical and applied context (breadth).

**Learning Resources and Bibliographic Guidelines**

In consultation with your faculty assessor, select at least five readings that may be utilized directly in your application project.

**Demonstrations of Competence**

Complete one of the following:

1. Submit a major work that you have previously completed, demonstrating your mastery of application of the theories and research-based methods that are the focus of this KAM (e.g., master's thesis, curriculum design, professional project). In addition, submit a 7-10 page critical analysis drawing on your acquisition of new knowledge through this KAM.

2. Complete a project designed in consultation with your assessor. Application of knowledge in this KAM refers to the implementation of theoretical and research-based methodological and applied principles of health services strategic management. This takes a variety of forms such as:

   a. Propose a plan to balance the health care resources in your community among preventive, treatment, restorative, and continuing health care services. Develop a needs analysis; a compendium of human, fiscal, and material resources; a plan for development and distribution of health care services; and a series of evaluation strategies. Write a grant proposal to fund the new services.

   b. Propose a "human rights" commission for decision-making of critical priorities when the demands for services exceed the resources. Establish criteria for organ donor recipients, research on human subjects, informed consent in health care, and priorities in the allocation of resources.

   c. Describe a current traditional model for health care delivery in your community. Analyze the current provider roles and propose changes in those roles to a more balanced interdisciplinary team approach for provision of care. Discuss the pitfalls and strategies to use in order to avoid the problems inherent in the changes proposed.
Note: The ideas listed above are intended as guides and should be used to enhance, not limit, your choices. We encourage you to develop your own approach.
Appendix A
Criteria for Assessment

Assessment of your competence in this particular knowledge area will encompass three different modes—breadth, depth, and application—based upon demonstrated competence in a specific area in community health. You will be evaluated on the quality of your demonstration of the critical issues (breadth), your presentation of the research supporting the critical issues (depth), and the usefulness of this knowledge to your profession (application). Individual wants and needs, and the expectations of your faculty assessor, will determine the specific nature of your readings and assignments. While we have suggested general assignments for each section of the KAM, we encourage developing a unique approach. In all cases, the project chosen must be the equivalent of a final project in a five-credit doctoral seminar (four credits for the application component).

In addition, written work should be structured in a format acceptable to refereed journals. Although not required, consider developing your application project with a publication or presentation in mind. As your project will reflect a sufficiently high degree of originality, rigor, and quality anyway, a publication or presentation will greatly enhance your professional stature and credibility.

Walden requires documentation of your competence. Think about how you might provide this documentation. In all cases, you will support your work with adequate citations from the scholarly literature. If some of your work needs to be kept confidential, please be sure to clearly communicate this to your assessor. Assessors may require some form of independent evaluation of your work. In many instances, persons who provide an audience for your presentations may supply this evaluation, by colleagues, or clients.
Appendix B
List of Subject Headings for books related to Advanced Theory, Methods, and Practice in Health Services

Subject Headings are indexing terms assigned to a book to identify the content/focus of the document. In some cases, adding a subheading narrows the focus.

If you are searching an online catalog, carefully study the onscreen helps. Sometimes a short definition will be offered; sometimes related search terms will be listed. In addition, you may consult the large four-volume book, *Library of Congress Subject Headings*, for both definitions and related terms.

The commands for a Subject search in IUCAT, Indiana University's online catalog are:

`s subject heading` or `s subject heading--subheading`

For example:

`s diffusion of innovation`
`s diffusion of innovation--study and teaching`

Capitalization is not important, but it is essential to include the " -- " where indicated. The acceptable commands for other online catalogs may differ slightly. Consulting the onscreen helps for such information is worthwhile.

Relevant Subject Headings and, where applicable, subheading are listed below. In many cases, the “guide” screen will also display subheadings for you to explore.

<table>
<thead>
<tr>
<th>Complex Organizations</th>
<th>Multihospital Systems</th>
</tr>
</thead>
<tbody>
<tr>
<td>Health Facilities—Relations</td>
<td>Needs Assessment</td>
</tr>
<tr>
<td>Health Planning</td>
<td>Organizational Effectiveness</td>
</tr>
<tr>
<td>Hospital Mergers</td>
<td>Organizational Sociology</td>
</tr>
<tr>
<td>Hospitals--Administration</td>
<td>Strategic Management</td>
</tr>
<tr>
<td>Interorganizational Relations</td>
<td>Strategic Planning</td>
</tr>
<tr>
<td>Mental Health Planning</td>
<td>Vertical Integration</td>
</tr>
</tbody>
</table>
Appendix C
Index of Thesaurus Terms Suggested for Advanced Theory, Methods, and Practice in Health Services

The following database thesaurus terms for the Contemporary Issues and The Ethical Delivery of Health Services Knowledge Area Module are derived from Sociofile. This database may not be accessible through Walden University and Indiana University Library.

GROUP HEALTH ORGANIZATIONS use HEALTH MAINTENANCE ORGANIZATIONS

HEALTH CARE PLANNING use HEALTH PLANNING
HEALTH MAINTENANCE ORGANIZATIONS
HEALTH PERSONNEL use HEALTH PROFESSIONS
HEALTH PLANNING
HEALTH POLICY
HEALTH MAINTENANCE ORGANIZATIONS

MANAGED CARE
MANAGED CARE PROGRAMS
MANAGEMENT

ORGANIZATION THEORY

ORGANIZATIONAL
ORGANIZATIONAL BEHAVIOR
ORGANIZATIONAL CHANGE
ORGANIZATIONAL CLIMATE use WORK ENVIRONMENT
ORGANIZATIONAL COMMITMENT
ORGANIZATIONAL CULTURE
ORGANIZATIONAL DEATH use ORGANIZATIONAL DISSOLUTION
ORGANIZATIONAL DEVELOPMENT
ORGANIZATIONAL DISSOLUTION
ORGANIZATIONAL EFFECTIVENESS
ORGANIZATIONAL PERFORMANCE use ORGANIZATIONAL EFFECTIVENESS
ORGANIZATIONAL SOCIOLOGY
ORGANIZATIONAL STRUCTURE
ORGANIZATIONAL THEORY use ORGANIZATION THEORY
ORGANIZATIONS
Appendix D
Selected Journals

Health Services: General

American Journal of Law and Medicine
Bulletin of the New York Academy of Medicine
Hastings Center Report
Health Affairs
Health and Hygiene
HSR: Health Services Research
Inquiry: The Journal of Health Care Organization, Provision, and Financing
International Journal of Health Services
Journal of Health Economics
Journal of the American Medical Association
Milbank Quarterly
Medical Care
Medical Care Research and Review
New England Journal of Medicine
Qualitative Health Research

Health Administration

Administration and Policy in Mental Health
American Journal of Medical Quality
Computers in Healthcare
Frontiers of Health Services Management
Health Care Financing Review
Health Care Information Management
Health Care Management Review
Health Care Management Science
Health Care Strategic Management
Health Marketing Quarterly
Health Services Management Research
Healthcare Financial Management
International Journal for Quality in Health Care
International Journal of Technology Assessment in Health Care
Joint Commission Journal on Quality Improvement
Journal of Ambulatory Care Management
Journal of Evidence-Based Health Policy and Management
Journal of Health and Human Resources Administration
Journal of Health Care Marketing
Journal of Healthcare Management
Journal of Long Term Care Administration
Journal of Medical Practice Management
Journal of Medical Systems
Journal of Mental Health Administration
Journal of Nursing Administration