

Check Your Understanding

1. Delineate the four different leadership styles in the path-goal theory of leadership.
2. Compare and contrast values-based leadership versus servant leadership.
3. Identify the three major studies that impacted the development of behavioral leadership theories.
4. Delineate the characteristics of a transformational leader versus a transactional leader.

Case Study

Objectives

- Assess a variety of management theories to identify solutions for improving the management of operations within an HIM department
- Assess a variety of leadership theories to identify solutions for improving the management of operations within an HIM department
- Create a manager or leader improvement plan, given a template

Instructions

Review the following case study and answer the questions for the scenario by creating a manager or leader improvement plan. Use the template in figure 1.11 to complete this manager or leader plan.

Scenario

Jamie was recently hired as the director of HIM operations within a 500-bed teaching facility. Jamie is a recent graduate of an online HIM bachelor's program and she successfully obtained her registered health information administrator (RHIA) certification within the last month. The director of HIM operations is responsible for the following functions within the HIM department as well as managing the 25 employees that perform these functions:

- Release of information (ROI)
- Management of outsourced transcription
- Patient education for the use and access to patient portals

The management issues present within the operations workgroup that Jamie will be managing are:

- High employee turnover rate
- Lack of standardized training programs for new employees
- Distrust of previous management by employees
- Turnaround times for ROI requests exceed the required benchmarks
- Job descriptions for the employees are outdated
- Customer service skills are not optimal as evidenced by the number of complaints received by the senior director of HIM

Figure 1.11. Manager or leader plan template

Manager or Leader Plan Template			
Manager: [Last name, First name]			
Management or Leader Goal: [Identify two management or leadership theories that Jamie will utilize to manage the operations workgroup over the next year and explain how Jamie will utilize these theories to motivate her team toward the improvement goals]			
Operations workgroup area	Improvement goals	Management or leadership theory [Provide support by identifying an appropriate management or leadership theory]	Projected date of completion
Release of information	1.		
	2.		
	3.		
Outsourced transcription	1.		
	2.		
	3.		
Patient portals	1.		
	2.		
	3.		

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Assumptions

- The director of HIM operations reports to the senior director of HIM. The senior director of HIM has a very hands-off management style and allows her management team to function independently.
- Jamie has four years of HIM work experience as an inpatient and outpatient coder for this same healthcare organization.
- The manager or leader plan will include goals that incorporate a variety of management and leadership theories.
- Benchmarking data will be collected upon Jamie's hire and improvement must be shown within the goals for each area of the operations workgroup (including transcription, ROI, and patient portals) after one year. If improvements are not noted, Jamie's role as director will be reassessed (note that creation of benchmarks is not an objective of this manager or leader plan).

Deliverables

Create a one-year manager or leader plan for Jamie to utilize as she improves the deficiencies as noted within her workgroup. The plan should include three improvement goals for each area that reports to her and should incorporate improvements for the items that are noted as deficiencies for the operations workgroup. The improvement goals should include support from a variety of management and leadership theories outlined within the chapter. The goals should also include realistic time frames for completion.

Components of the plan should include the following:

1. One example of how a scientific management theory can be utilized to improve the management of ROI turn-around times within this scenario.
2. One example of how a humanistic management theory can be utilized to improve the employee relations within this scenario.
3. Identification of a leadership theory that Jamie should embrace in order to effectively lead her team.

Review Questions

1. _____ is identified as the “father of scientific management.”
 - a. Henry Fayol
 - b. Henry Gantt
 - c. Frederick Taylor
 - d. Max Weber
2. This management theory is identified by a formalized hierarchical structure with a clear division between workers and management.
 - a. Scientific management
 - b. Operations management
 - c. Humanistic management
 - d. Administrative management
3. This management theory includes three key dimensions: human dignity is an important element, ethical complexities are evaluated, and all stakeholders (managers and employees) are involved in the decision-making process.
 - a. Humanistic management
 - b. Operations management
 - c. Administrative management
 - d. Scientific management
4. Time and motion studies were utilized in this researcher’s work to recommend standardization of hospital design and operations to enhance efficiencies of work for healthcare workers as well as decreasing work fatigue.
 - a. Frederick Taylor
 - b. Elton Mayo
 - c. Frank and Lillian Gilbreth
 - d. Abraham Maslow
5. _____ performed human relations management research that was geared toward a behavioral scientific approach in regard to employee motivation.
 - a. Abraham Maslow
 - b. Frank Gilbreth
 - c. Mary Parker Follett
 - d. Elton Mayo