



Research Topic: How has Healthcare Management Changed over the last 10 Years?; a Narrative Review”

Ferguson, Najua, BA in Healthcare Compliance and Regulation

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Abstract:

Objective: Healthcare management has undergone a profound transformation over the past decade, driven by technological advancements, policy shifts, and evolving patient expectations. This paper explores the historical development of healthcare management, its evolution into a complex field, and the key factors influencing its current state. The advent of electronic health records (EHRs) and telemedicine has revolutionized patient care delivery by enhancing data management, care coordination, and service accessibility, especially in underserved areas.

Methods: Research databases, such as PubMed and many others were used to analyze regarding the strategy of management in operations and other areas over the last twenty years. Only articles that were peer reviewed and published in the last twenty years were utilized in this report.

Results: The Affordable Care Act (ACA) has redefined the healthcare environment, prioritizing value-based care, patient-centeredness, and the establishment of accountable care organizations. While these advancements have brought significant benefits, healthcare managers face new challenges, including workforce shortages, financial constraints, and complex regulatory environments. Effective leadership, strategic workforce management, and sound financial stewardship are essential for navigating these complexities.

Conclusion: The paper concludes by emphasizing the critical role of healthcare managers in adapting to a dynamic environment, prioritizing patient care and driving continued improvement in healthcare delivery.

Keywords: healthcare management, technological innovation, Affordable Care Act, patient-centered care, workforce challenges, financial sustainability.

Healthcare management has undergone significant transformations in the last decade due to various factors, including technological advancements, policy reforms, and shifts in patient expectations. Understanding these changes requires a look at the history and evolution of healthcare management, the factors influencing it, and the effective management strategies within healthcare environments. Healthcare management as a distinct field emerged in the early 20th century, with the establishment of the American College of Healthcare Executives in 1933 marking a significant milestone (Longest, 2010). Initially, healthcare management focused on administrative functions and financial operations. Over the decades, the scope expanded to include strategic planning, quality improvement, and patient care coordination.

The introduction of Medicare and Medicaid in the 1960s further necessitated sophisticated management practices to handle the growing complexity of healthcare delivery (Stevens, 2000). The subsequent decades witnessed a broadening of the healthcare manager's role, transitioning from mere administrative tasks to strategic leadership. The contemporary healthcare landscape, characterized by rapid technological advancements, shifting policy paradigms, and evolving patient expectations, has further amplified the complexity of the managerial function. The ubiquitous adoption of Electronic Health Records (EHRs) has revolutionized patient data management, enabling enhanced care coordination and improved patient outcomes (Adler-Milstein et al., 2014). Telemedicine, particularly during the COVID-19 pandemic, has expanded healthcare accessibility, mitigating geographical disparities in care delivery (Krupinski & Bernard, 2014). The convergence of EHRs, telemedicine, and advanced diagnostics has precipitated a transformative shift in healthcare delivery, necessitating innovative management strategies to optimize resource allocation and enhance patient experience.

The integration of electronic health records (EHRs), telemedicine, and advanced diagnostic tools has transformed healthcare management. These technologies have improved patient care, streamlined administrative processes, and enhanced data management (Menachemi & Collum, 2011). Technological advancements have been a driving force in transforming healthcare management over the past decade. The widespread adoption of Electronic Health Records (EHRs) has revolutionized patient data management, enabled better care coordination and improved patient outcomes (Adler-Milstein et al., 2014). EHRs facilitate the seamless sharing of patient information across different healthcare providers, reducing errors and enhancing efficiency. Telemedicine has also gained prominence, especially during the COVID-19 pandemic, expanding access to healthcare services and reducing barriers for patients in rural and underserved areas (Krupinski & Bernard, 2014).

The integration of telemedicine into routine care has required healthcare managers to develop new protocols and training programs to ensure effective use of this technology. Artificial Intelligence (AI) and machine learning are increasingly being integrated into diagnostic and treatment processes, offering potential for improved accuracy and efficiency in healthcare delivery. These technologies assist in predictive analytics, helping managers forecast patient needs and allocate resources more effectively (Topol, 2019). The implementation of the ACA in 2010 was a major turning point. The ACA expanded healthcare coverage to millions of Americans, emphasized preventive care, and introduced new payment models aimed at reducing costs and improving care quality (Blumenthal, Abrams, & Nuzum, 2015).

The Affordable Care Act (ACA), enacted in 2010, has continued to shape healthcare management throughout the past decade. The ACA introduced value-based care models, shifting the focus from volume to value in healthcare delivery (Koh & Sebelius, 2010). This shift required healthcare managers to adopt new strategies focused on patient outcomes, cost reduction, and efficiency. Additionally, regulatory changes aimed at increasing transparency and accountability have had significant implications for healthcare management. Managers must navigate complex regulatory environments, ensuring compliance with new standards and guidelines while maintaining high-quality care (Rundio & Wilson, 2013). The past decade has seen a significant shift towards patient-centered care, driven by rising patient expectations and a focus on personalized medicine.

Healthcare managers now prioritize patient engagement, satisfaction, and experience as critical components of care delivery (Greene et al., 2012). This shift has led to the implementation of patient feedback systems, improved communication strategies, and the adoption of holistic care approaches that consider patients' physical, emotional, and social needs. Modern patients are more informed and demand higher quality care. This shift has pushed healthcare managers to focus on patient-centered care, emphasizing satisfaction, safety, and personalized treatment (Lega, Prenestini, & Spurgeon, 2013). Strong leadership is crucial for navigating the complexities of healthcare systems. Effective governance involves setting clear goals, ensuring accountability, and fostering a culture of continuous improvement (Garman, McAlearney, Harrison, Song, & McHugh, 2011). Effective workforce management is crucial for maintaining high standards of care and ensuring operational efficiency. Managers face challenges related to staff shortages, burnout, and the need for ongoing training and development (Dyrbye et al., 2017). The healthcare workforce is also increasingly diverse, requiring managers to implement inclusive practices and address disparities in workforce dynamics.

Managing finances in healthcare is challenging due to fluctuating reimbursement rates and the high cost of medical technologies. Effective financial management involves budgeting, cost control, and strategic investment in technology and infrastructure (Gapenski & Reiter, 2016). Ensuring high standards of care and patient safety is a top priority. This involves implementing evidence-based practices, monitoring performance metrics, and engaging in regular staff training (Pronovost et al., 2006). The ACA has had a profound impact on healthcare management. By expanding insurance coverage, the ACA increased the demand for healthcare services, necessitating efficient management to handle the influx of patients. The act's emphasis on value-based care has pushed healthcare providers to focus on outcomes rather than volume, encouraging preventive care and chronic disease management (McDonough, 2014). The Affordable Care Act (ACA) of 2010 ushered in a transformative era for healthcare management, necessitating a reconceptualization of organizational structures and processes.

As a new institutional environment, the ACA has exerted significant pressure on healthcare organizations to adapt their operations to comply with its mandates. Through the lens of institutional

theory, it becomes evident that healthcare organizations have adopted isomorphic responses, aligning their practices with the ACA's expectations to ensure legitimacy and survival. The ACA has amplified the complexity of stakeholder relationships within the healthcare ecosystem. Agency theory provides a framework for understanding the dynamic interplay between healthcare organizations and their stakeholders, including patients, payers, and government regulators. Additionally, the ACA introduced Accountable Care Organizations (ACOs), which incentivize healthcare providers to collaborate and improve care coordination (McWilliams, 2016).

There has been a significant shift towards patient-centered care, driven by rising patient expectations and a focus on personalized medicine. Healthcare managers now prioritize patient engagement, satisfaction, and experience as critical components of care delivery (Greene et al., 2012). By expanding insurance coverage, the ACA precipitated a surge in patient volume, demanding innovative management strategies to optimize resource allocation and enhance access to care. The legislation's emphasis on value-based care necessitated a paradigm shift from fee-for-service to outcomes-oriented reimbursement models, prompting healthcare organizations to prioritize population health, preventive care, and chronic disease management. The introduction of Accountable Care Organizations (ACOs) further catalyzed collaborative care delivery models, challenging healthcare managers to foster interdisciplinary cooperation and data-driven decision-making.

The last decade has seen remarkable changes in healthcare management, driven by technological advancements, policy reforms, and evolving patient expectations. Effective management strategies are crucial for navigating these changes and ensuring high-quality care. The Affordable Care Act (ACA) of 2010 has profoundly reshaped the healthcare landscape, exerting substantial influence on healthcare management. The confluence of technological advancements, policy reforms, and evolving patient expectations has transformed healthcare management into a complex and dynamic field. Effective leadership and strategic planning are imperative for navigating this complex landscape, ensuring the delivery of high-quality, patient-centered care. The ACA has served as a catalyst for these changes, underscoring the critical role of healthcare managers in driving innovation and improving population health.

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