

Chapter 18

A Novel Conceptual Framework for 21st-Century Healthcare Organizations

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ABSTRACT

The chapter acknowledges that healthcare is a complex and multifaceted field that requires specialized management and ethical considerations. Financial viability, high-quality care, patient well-being, regulatory compliance, healthcare professionals' dedication to ongoing professional development, preventive care, and personalized treatment plans are essential. Collaboration, communication, and patient-centered care in integrated healthcare services are also emphasized. However, the chapter argues that these views, although valid, are outdated mental models for 21st-century healthcare. It advocates that the healthcare industry needs to recognize the complexity of patients, the endogenic nature of medical encounters, nonlinearity, chaos and self-organization as healthcare properties, and embrace new data-driven methodologies and quantum computing, which are crucial to understanding the healthcare system's complexity.

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INTRODUCTION

The healthcare industry is a complex, multifaceted, and highly regulated sector that requires specialized management, ethics, and service delivery approaches. Unlike other businesses, healthcare services are designed to improve and preserve individual and community health and well-being. To achieve its primary goal, healthcare organizations must balance long-term financial viability with a dedication to high-quality patient care.

In addition to its mission and purpose, healthcare must also consider ethical issues such as patient confidentiality, informed consent, and prioritizing patients' needs. Adherence to ethical standards is essential for maintaining patient trust and ensuring the best possible outcomes. Healthcare workers must also abide by professional codes of conduct, which include ethical principles that guide their behavior (Kaldjian, 2007).

Some examples of ethical issues that healthcare workers must consider when treating patients include maintaining patient confidentiality, respecting patient autonomy, providing informed consent, ensuring patient safety and avoiding harm, promoting justice and fairness, avoiding discrimination, and managing limited resources. Additionally, healthcare workers must consider end-of-life issues, such as respecting a patient's wishes regarding life-sustaining treatment and providing comfort care. Healthcare workers must navigate these ethical issues with care and sensitivity to provide the best possible care for their patients.

Healthcare is subject to numerous regulatory requirements, which are crucial to ensure legal compliance and patient safety. Healthcare organizations must comply with privacy legislation, such as HIPAA in the US, and licensing requirements for healthcare workers. Failure to comply with these laws can result in severe legal consequences (Centers for Medicare & Medicaid Services, 2021).

The healthcare industry's payment models are also complex and challenging, combining public and private financing sources and government initiatives. Insurance rules and the need to balance accessible and affordable treatment with financial sustainability affect reimbursement.

Several factors affect healthcare organizations' ability to provide high-quality care while remaining financially sustainable, and payment models are one of them. Payment models can significantly impact healthcare organizations, and their effects can vary depending on the specific model used.

Fee-for-service (FFS) payment models pay providers for each service they provide, regardless of the quality or outcomes of care. That can incentivize providers to perform more services than necessary, leading to higher costs and potentially lower quality of care. However, FFS can also give providers more flexibility to tailor care to individual patients' needs.

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