

## Medical and Health Services Managers

(All information, except UB degree program information, is from the US Department of Labor, Bureau of Labor Statistics 2004-2005 Occupational Outlook Handbook.)

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  - [MBA](#)
  - [MPH](#)
  - [MA Economics](#)
  - [Adv. Cert in Health Services](#)
- **UB Undergraduate Programs:**
  - [BA/BS Social Science Interdisciplinary\(Concentration- Health and Human Services\)](#)
  - [BA/MSW](#)
  - [BA/MBA- Sociology](#)
  - [BS Business Administration \(Concentration- General Management\)](#)
  - [BS/MBA Business Administration](#)
  - [BS Nursing](#)

### Significant Points

- Earnings of medical and health services managers are high, but long work hours are common.
- A master's degree is the standard credential for most positions, although a bachelor's degree is adequate for some entry-level positions in smaller facilities.
- Employment will grow fastest in practitioners' offices and in home healthcare services.
- Applicants with work experience in healthcare and strong business and management skills should have the best opportunities.

### Employment

Medical and health services managers held about 244,000 jobs in 2002. About 37 percent worked in hospitals, and another 17 percent worked in offices of physicians or nursing care facilities. The remainder worked mostly in home healthcare services, Federal government healthcare facilities, ambulatory facilities run by State and local governments, outpatient care centers, insurance carriers, and community care facilities for the elderly.

## Job Outlook

Employment of medical and health services managers is expected to [grow faster than the average](#) for all occupations through 2012, as the health services industry continues to expand and diversify. Opportunities will be especially good in offices of physicians and other health practitioners, home healthcare services, and outpatient care centers. Applicants with work experience in the healthcare field and strong business and management skills should have the best opportunities.

Hospitals will continue to employ the most medical and health services managers over the projection period. However, the number of new jobs created in hospitals is expected to increase at a slower rate than in many other industries, as hospitals focus on controlling costs and increasing the utilization of clinics and other alternate care sites. Medical and health services managers with experience in large facilities will enjoy the best job opportunities, as hospitals become larger and more complex. Employment will grow the fastest in practitioners' offices and in home healthcare agencies. Many services previously provided in hospitals will continue to shift to these sectors, especially as medical technologies improve. Demand in medical group practice management will grow as medical group practices become larger and more complex. Medical and health services managers will need to deal with the pressures of cost containment and financial accountability, as well as with the increased focus on preventive care. They also will become more involved in trying to improve the health of their communities. Managers with specialized experience in a particular field, such as reimbursement, should have good opportunities.

Medical and health services managers also will be employed by healthcare management companies who provide management services to hospitals and other organizations, as well as to specific departments such as emergency, information management systems, managed care contract negotiations, and physician recruiting.

## Earnings

Median annual earnings of medical and health services managers were \$61,370 in 2002. The middle 50 percent earned between \$47,910 and \$80,150. The lowest 10 percent earned less than \$37,460, and the highest 10 percent earned more than \$109,080. Median annual earnings in the industries employing the largest numbers of medical and health services managers in 2002 were as follows:

General medical and surgical hospitals	\$65,950
Home health care services	56,320
Outpatient care centers	55,650
Offices of physicians	55,600

Earnings of medical and health services managers vary by type and size of the facility, as well as by level of responsibility. For example, the Medical Group Management Association reported that, in 2002, median salaries for administrators were \$78,258 in practices with fewer than 7 physicians; \$92,727 in practices with 7 to 25 physicians; and \$125,988 in practices with more than 26 physicians. According to a survey by *Modern Healthcare* magazine, median annual compensation in 2003 for managers of selected clinical departments was \$71,800 in respiratory care, \$79,000 in physical therapy, \$84,500 in home healthcare, \$85,100 in laboratory services, \$89,100 in rehabilitation services, \$89,500 in medical imaging/diagnostic radiology, and \$98,400 in nursing services. Salaries also varied according to size of facility and geographic region.

### **Training, Other Qualifications, and Advancement**

Medical and health services managers must be familiar with management principles and practices. A master's degree in health services administration, long-term care administration, health sciences, public health, public administration, or business administration is the standard credential for most generalist positions in this field. However, a bachelor's degree is adequate for some entry-level positions in smaller facilities and at the departmental level within healthcare organizations. Physicians' offices and some other facilities may substitute on-the-job experience for formal education.

For clinical department heads, a degree in the appropriate field and work experience may be sufficient for entry. However, a master's degree in health services administration or a related field may be required to advance. For example, nursing service administrators usually are chosen from among supervisory registered nurses with administrative abilities and a graduate degree in nursing or health services administration.

Bachelor's, master's, and doctoral degree programs in health administration are offered by colleges, universities, and schools of public health, medicine, allied health, public administration, and business administration. In 2003, 67 schools had accredited programs leading to the master's degree in health services administration, according to the Accrediting Commission on Education for Health Services Administration.

Some graduate programs seek students with undergraduate degrees in business or health administration; however, many graduate programs prefer students with a liberal arts or health profession background. Candidates with previous work experience in healthcare also may have an advantage. Competition for entry to these programs is keen, and applicants need above-average grades to gain admission. Graduate programs usually last between 2 and 3 years. They may include up to 1 year of supervised administrative experience, and course work in areas such as hospital organization and management, marketing, accounting and budgeting, human resources administration, strategic

planning, health economics, and health information systems. Some programs allow students to specialize in one type of facility—hospitals, nursing care facilities, mental health facilities, or medical groups. Other programs encourage a generalist approach to health administration education.

New graduates with master's degrees in health services administration may start as department managers or as staff employees. The level of the starting position varies with the experience of the applicant and the size of the organization. Hospitals and other health facilities offer postgraduate residencies and fellowships, which usually are staff positions. Graduates from master's degree programs also take jobs in large group medical practices, clinics, mental health facilities, nursing care corporations, and consulting firms.

Graduates with bachelor's degrees in health administration usually begin as administrative assistants or assistant department heads in larger hospitals. They also may begin as department heads or assistant administrators in small hospitals or nursing care facilities.

All States and the District of Columbia require nursing care facility administrators to have a bachelor's degree, pass a licensing examination, complete a State-approved training program, and pursue continuing education. A license is not required in other areas of medical and health services management.

Medical and health services managers often are responsible for millions of dollars' worth of facilities and equipment and hundreds of employees. To make effective decisions, they need to be open to different opinions and good at analyzing contradictory information. They must understand finance and information systems, and be able to interpret data. Motivating others to implement their decisions requires strong leadership abilities. Tact, diplomacy, flexibility, and communication skills are essential because medical and health services managers spend most of their time interacting with others.

Medical and health services managers advance by moving into more responsible and higher paying positions, such as assistant or associate administrator, or by moving to larger facilities.