



**Transition Guide**  
*Health Services Management: A Case Study Approach*  
 Eleventh Edition  
**September 2017**

**Overarching Changes to the New Edition**

This edition takes advantage of the availability of the readings on the Internet (meaning that the readings themselves are not reproduced in the book). Several readings are recommended for each part of the text. The introductory section of the book includes a set of tips to help students effectively and efficiently search the literature of health services management. Each commentary section of this edition has been revised and updated. Discussion questions have been added at the end of each commentary section.

**Case Study Updates**

This edition features 32 new cases. See the table below for details about which cases are new and which cases have been maintained from the previous edition. The majority of the cases that are carried over from the previous edition have been revised. The new cases have been highlighted in yellow below.

<b>Part I. The Role of the Manger</b>	
<b>Case Title</b>	<b>Label in Previous Edition</b>
Case 1. The Search Begins for the Next Faculty Practice Administrator for the Department of Surgery	<b>NEW</b> – A continuation of the Case A from the previous edition; takes place after over a decade has passed; new data and exhibits; new candidates for the position of Faculty Practice Administrator.
Case 2. The Associate Director and the Controllers	Case B – Minor revisions
Case 3, Part 1. What More Evidence Do You Need?	<b>NEW</b> – Examines making the case for using evidence-based management and confronting a lack of top-down support for change; includes case commentaries from 2 healthcare management experts.
Case 3, Part 2. More Evidence—The Example of Inappropriate Admissions	<b>NEW</b> – Describes how research is used to jumpstart a discussion about reducing hospital readmissions.

Case 4. Now What?	Case C – Shortened; professional development portion removed and placed in Case 5; new case questions; resume added
Case 5. What Then?	Case C – Condensed and revised portion from Case C; covers developing a formal professional development plan; new case questions.
Case 6. Facing Reality in a New Job	<b>NEW</b> – Examines the challenges faced when the responsibility for ambulatory care is removed from the authority of the local hospitals in a system and placed into an enterprise under the responsibility of a new VP.
Case 7. The First Day	Short Case 4 – Minor revisions
Case 8. Managing Volunteers in the Hospital	<b>NEW</b> – Describes a recently hired volunteer coordinator that is concerned about the experience and motivation of her staff.
Case 9. Conflict in the Office	Short Case 5 – Minor revisions
Case 10. Annual Performance Evaluation: Can You Coach Kindness?	Short Case 6 – Minor revisions

<b>Part II: Control</b>	
<b>Case Title</b>	<b>Label in Previous Edition</b>
Case 11. Moving the Needle: Managing Safe Patient Flow at Yale–New Haven Hospital	Case D – Minor revisions
Case 12. Controlling Revolution Health: Management Ownership	<b>NEW</b> – Examines the issues management must face to address concerns about health plan member complaints and vendor management for a growing organization.
Case 13. Reducing Healthcare-Associated Infections at Academic Medical Center: The Role of High Performance Work Practices	Case E – Minor revisions
Case 14. Better Metrics for Financial Management	<b>NEW</b> – Discusses how a newly-appointed CFO considers new metrics for hospital budgeting.
Case 15. Ergonomics in Practice	Short Case 8 – Minor revisions
Case 16. Financial Reporting to the Board	Short Case 9 – Minor revisions
Case 17. Handoffs in Patient Care	Short Case 10
Case 18. Chaos in the Clinical Trials Office	<b>NEW</b> – Examines the challenges of managing clinical trials in an academic medical center while maintaining staff morale.
Case 19. The Telemedicine Opportunity for Geneva Health System	Short Case 11: An Information Technology Implementation Challenge – Minor revisions

<b>Part III: Organizational Design</b>	
<b>Case Title</b>	<b>Label in Previous Edition</b>
Case 20. Improving Organizational Development in Health Services	Short Case G – Minor revisions
Case 21. Implementing the Office of Patient and Customer Experience at Northwell Health	<b>NEW</b> — Discusses the challenge of changing organizational culture to increase accountability and ensure patient-centered care.
Case 22. What Makes a Patient-Centered Medical Home?	<b>NEW</b> — Presents the challenges associated with becoming a patient-centered medical home (PCMH).
Case 23. Quality Improvement in an Accountable Care Organization	<b>NEW</b> — Focuses on quality improvement issues in the accountable care organization (ACO) model.
Case 24. Integrating Rehabilitation Services into the Visiting Nurse Service of America	Short Case 13 – Minor revisions
Case 25. An Evidence-Based Design for Waterford Hospital	Case I – Revised; updated information on evidence-based design.
Case 26. Matrix or Mess?	Short Case 15 – Minor revisions
Case 27. We Need a Sign	<b>NEW</b> — Presents issues related to physical design for both staff and patients in a hospital.
Case 28. How Disruptive Should We Be?	<b>NEW</b> – Raises the question of whether a health system should change its business model and become a focused factory to respond to market forces and patient population trends.
Case 29. Measuring Systematic Change Across One Health Economy in London	<b>NEW</b> – Examines integration from the perspective of the National Health Service in the United Kingdom.

<b>Part IV: Professional Integration</b>	
<b>Case Title</b>	<b>Label in Previous Edition</b>
Case 30. Where the Rubber Hits the Road: Physician–Phelps Hospital Relationships	Case J – Minor revisions
Case 31. Collaboration in Breast Cancer Care	<b>NEW</b> — Examines how to ensure that women get appropriate therapies and follow-up care given the multiple types of providers involved, especially when not all the information systems are connected.

Case 32. Getting from Good to Great: Nursing and Patient Care	Case K – Revised; first 2 parts of case include minor revisions; new section added that focuses on nursing engagement and accountability.
Case 33. Managing the Patient Experience: Facing the Tension Between Quality Measures and Patient Satisfaction	<b>NEW</b> — Describes the tensions associated with balancing quality measures and patient satisfaction; highlights challenges commonly faced in patient care units.
Case 34. The Complaining Doctor and Ambulatory Care	Short Case 16
Case 35. Doctors and the Capital Budget	Short Case 17
Case 36. Doing the Right Thing When the Financials Do Not Support Palliative Care	<b>NEW</b> — Emphasizes the need for allocation of costs in hospitals to be realigned with revised payment models incenting more effective patient care performance.
Case 37. When Should We Be Alarmed?	<b>NEW</b> — Deals with staffing ratios and the critical decisions made by care providers.
Case 38. Increasing the Focus on Patient Safety at First Medical Center	<b>NEW</b> — Discusses a mechanism for professional integration, Crew Resource Management (CRM); explores opportunities for implementation and evaluation.
Case 39. Who Is Keeping Track?	<b>NEW</b> – Examines the effects of poor coordination between the inpatient and outpatient settings; also addresses unnecessary wait times.
Case 40. Managing Relationships: Take Care of Your Nurses	Short Case 20 – Minor revisions

<b>Part V: Adaptation</b>	
<b>Case Title</b>	<b>Label in Previous Edition</b>
Case 41. Challenges for Mammoth Health System: Becoming the Best Around	Case M – Minor revisions
Case 42. A Home Health Care Dilemma: Considering Expansion	<b>NEW</b> – Discusses the challenges and opportunities involved in expanding a home health organization in response to market changes and reimbursement pressures.
Case 43. Should XYZ Healthcare Organization Make the Baldrige Journey?	<b>NEW</b> — Presents an administrative fellow’s work compiling information about the Baldrige program; includes excerpts from a medical center’s Baldrige application.

Case 44. Cultural Competency at Marion County Health Center	Case O
Case 45. Shoes for the Shoemaker	<b>NEW</b> – Involves a director who must decide among strategic alternatives for a health management program.
Case 46. An Investment Decision for Central Med Health System	Case N – Minor revisions
Case 47. A New Look?	Short Case 23 – Minor revisions
Case 48. Disparities in Care at Southern Regional Health System	Short Case 24 – Minor revisions
Case 49. How Can an ACO Improve the Health of Its Population?	<b>NEW</b> – Presents the manager of care coordination for a new accountable care organization that must consider both organizational and patient perspectives in the context of an opportunity to improve the health of the community.
Case 50. Hearing the Patient Voice: Working with Patient and Family Advisers to Improve the Patient Experience	<b>NEW</b> – Highlights the importance of considering patients’ perspectives and the value of patient and family advisers in healthcare delivery.

<b>Part VI: Accountability</b>	
<b>Case Title</b>	<b>Label in Previous Edition</b>
Case 51. Letter to the CEO	Case P
Case 52. Whose Hospital?	Case Q – Minor revisions
Case 53. Managed Care Cautionary Tale: A Case Study in Risk Adjustment and Patient Dumping	<b>NEW</b> – Modeled after true events that occurred at WellCare Health Plans, Inc.; deals with the complexities of patient dumping, risk adjustment, and financial incentives.
Case 54. Dr. Fisher’s Patient	<b>NEW</b> – Presents a doctor who finds that a patient’s attempts to specify treatment goals for himself and track his own progress are measurably improving care, increasing patient satisfaction, and controlling costs.
Case 55. Coordination of Cancer Care: Notes from a Pancreatic Cancer Patient	<b>NEW</b> – Describes the challenges a wealthy patient faces as he seeks to coordinate his own pancreatic cancer care.
Case 56. What Benefits the Community?	Short Case 27
Case 57. CEO Compensation: How Much Is Too Much?	<b>NEW</b> – Examines CEO compensation from both the organization and the individual perspective.
Case 58. What’s in a Name	Short Case 30 – Minor revisions

Case 59. Patient Satisfaction in an Inner-City Hospital	Short Case 31 – Minor revisions
Case 60. Medically Assisted Living	<b>NEW</b> — Raises a number of difficult questions about the appropriate use of a patient’s resources when the patient is 92 years old, is physically well but mentally frail, and prefers living at home.
Case 61. Patients and Data Privacy	<b>NEW</b> — Presents a situation in which a doctor suspects that a patient is withholding information about his mental health, possibly because of privacy concerns related to the use of electronic health records.
Case 62. Saving Primary Care in Vancouver	<b>NEW</b> – Presents a family doctor confronting the harsh reality that traditional family practice is on the brink of extinction in British Columbia.