

PREFACE TO THE ELEVENTH EDITION

H *Health Services Management: A Case Study Approach* is distinctive in its overview of management and organizational behavior theory. The six parts of the book are arranged according to a framework that first examines those areas of work over which managers have the greatest control—the manager herself and control systems. The book next covers areas over which managers have a good deal of control (at least over the short run)—organizational design and professional integration. The book concludes with those areas of work over which managers have less control—adaptation, including implementation of strategy, and accountability. Throughout, the book’s focus is on the case method approach to teaching healthcare management, with an additional emphasis on the use of evidence in management practice. The cases in this book take place in a variety of organizations, including a faculty practice, an accountable care organization, a small rural hospital, a patient-centered medical home, a multihospital health system, a county health center, a medical group, an academic medical center, a home health organization, an ambulatory care center, and a number of community hospitals.

We wrote and edited *Health Services Management: A Case Study Approach* with the idea that it would be used as a stand-alone textbook, but it can also be used as a complement to other textbooks. By presenting cases, commentary, and suggestions for additional readings in a single book, we have aimed to (1) reduce expense for the student, (2) facilitate course use with other textbooks, and (3) take advantage of the availability of the readings on the Internet (meaning that the readings themselves do not have to be reproduced in the book). We have included in this book a set of tips to help students effectively and efficiently search the literature of health services management.

Through the 11 editions of this text and the now 39 years of writing these books, some things have not changed. One constant has been the desire to point students to readings that build on good evidence rather than just opinion. At first, this goal was challenging because of the lack of literature; now, choosing from among so many good articles is difficult. A second constant has been our goal to link theory with practice—to build a bridge between the social science literature and the actual work of improvement. Third, the

text has always been divided into six sections—focusing on the role of the manager, control, organizational design, professional integration, adaptation, and accountability—each with a commentary. That structure continues with this eleventh edition.

We welcome dialogue with our readers and can be reached via e-mail:

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Instructor Resources

This book's Instructor Resources include an instructor's manual with answers to case questions and approaches for discussing key topics in each part.

For the most up-to-date information about this book and its Instructor Resources, go to ache.org/HAP and browse for the book's title or author name.

This book's Instructor Resources are available to instructors who adopt this book for use in their course. For access information, please e-mail hapbooks@ache.org.