

PREFACE TO THE 12TH EDITION

By many measures, the United States is the wealthiest country in the world, yet among its economic equals, it is the only country that lacks universal health coverage. The United States has poorer comparative health outcomes for many conditions and diseases, the highest costs for many health products and services, and wide-ranging variable quality of care—as well as the highest compensation for many health service managers.

In light of racial inequities; differences in access and variability in outcomes based on geography and wealth; and conflicting organizational values, culture, and interests, where do managers fit in? *Health Services Management: A Case Study Approach* aims to spark discussion of this question. This book, like the 11 previous editions, is distinctive in its overview of management and organizational behavior theory as it uses cases to provoke thinking and discussion around circumstances and scenarios involving management concepts and predicaments rather than merely presenting theory.

There are many new cases in the 12th edition, including some that address the previously unimaginable COVID-19 pandemic and the challenges it brought to managers and organizations. Many older cases from previous editions can now be viewed from current perspectives—that may be different from when the cases were written—on values, culture, and stakeholder interests. Reading through and exploring these new cases and new perspectives, learners (both students and teachers) will discover innovative approaches to healthcare management.

We look forward to the results of these discussions. We welcome dialogue with our readers and can be reached via email:

Ann Scheck McAlearney
Anthony R. Kovner

mcalearney.1@osu.edu
anthony.kovner@nyu.edu

Instructor Resources

This book's instructor resources include an instructor's manual with a sample 14-week course syllabus featuring lecture topics, a case-to-competency crosswalk, model assignments, and sample classroom activities. The instructor's manual also contains "solutions" to each case study, including answers to case questions, commentary on teaching the case, and short summaries of the recommended readings.

Finally, the instructor's manual provides a standard case analysis assignment with step-by-step instructions for students so they can practice and demonstrate their problem-solving skills. This pre-class case analysis assignment is provided to encourage student preparation and improve classroom discussion.

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 email hapbooks@ache.org.