BRIEF CONTENTS

Preface	xiii
Reflections on the 12th Edition: An Interview	
with Anthony R. Kovner	XV
Introduction to the Case Study Approach	
A Short History of the Case Method of Teaching	3
Learning Through the Case Method	11
Searching the Literature of Health Services Management	13
Evidence-Based Management	15
Overview: Managerial Predicaments	19
Dedication	27
Foundations—Becoming a Manager: Who Am I?	29
Part I—Values and Culture: Who Are We?	49
Part III—Focus: What Game Are We Playing?	135
Part III—Performance Assessment: How Are We Doing?	205
Part IV—Authority/Responsibility: Who Decides?	327
, , , , , , , , , , , , , , , , , , , ,	3 ,
Index	409
About the Editors	429

DETAILED CONTENTS

Preface to	o the 12th Edition	xiii
Reflection	ns on the 12th Edition: An Interview	
with Ar	nthony R. Kovner	XV
	Ann Scheck McAlearney and Zachary Pruitt	
Introduct	ion to the Case Study Approach	1
A Short I	History of the Case Method of Teaching	3
	Karen Schachter Weingrod and Duncan Neuhauser	
Learning	Through the Case Method	11
	Anthony R. Kovner	
Searching	the Literature of Health Services Management	13
	Alison M. Aldrich	
Evidence-	-Based Management	15
Overview	7: Managerial Predicaments	19
	Anthony R. Kovner, Zachary Pruitt, and	
	Ann Scheck McAlearney	
Dedicatio	on	27
Foundatio	ons: Becoming a Manager: Who Am I?	29
Introduc	etion to Cases	31
Case 1	The First Day	38
Case 1.	Ann Scheck McAlearney	
	11m Statek Millianney	
Case 2.	Now What?	39
	Ann Scheck McAlearney	
Case 3.	What Then?	42
2	Ann Scheck McAlearney	
	·	
Case 4.	Facing Reality in a New Job	46
	Adam Henick	

Part I—Va	lues and Culture: Who Are We?4
Introduc	tion to Cases5
Case 5.	Confronting Racism at Franklinville Regional Medical Center
Case 6.	Disparities in Care at Southern Regional Health System
Case 7.	Scratching the Surface: Increasing Diversity and Inclusion at Midwest General
Case 8.	What's in a Name?
Case 9.	Doing the Right Thing When the Financials Do Not Support Palliative Care
Case 10.	Managed Care Cautionary Tale: A Case Study in Risk Adjustment and Patient Dumping
Case 11.	Herding CATS: Virtual Work and Its Impact on Culture8 Alice Gaughan and Ann Scheck McAlearney
Case 12.	Reflections on a Conference on the Future of Health Services Management Education
Case 13.	Patients and Data Privacy
Case 14.	Saving Primary Care in Vancouver
Case 15.	Challenges for Mammoth Health System: Becoming the Best Around

Case 16.	New Haven Hospital	.106
Case 17,	Part 1: What More Evidence Do You Need?	.114
Case 17,	Part 2: More Evidence—The Example of Inappropriate Admissions Alison M. Aldrich	.121
Case 18.	Implementing the Office of Patient and Customer Experience at Northwell Health	.124
Part II—Fo	ocus: What Game Are We Playing?	135
Introduc	tion to Cases	.137
Case 19.	Shoes for the Shoemaker	.147
Case 20.	The Art of Being Nimble: Pivoting from Pediatric Care to Adult Care in Response to the COVID-19 Pandemic Sofia Agoritsas and Phyllis Quinlan	.149
Case 21.	A New Look?	.155
Case 22.	Patient Exodus at Sycamore Health: Working with Patient and Family Advisory Councils	.158
Case 23.	What Benefits the Community? Paula H. Song and Ann Scheck McAlearney	.164
Case 24.	Refocusing the Community Health Needs Assessment Zachary Pruitt and Anthony R. Kovner	.166
Case 25.	Who Should Be Part of the Team? Considering the Inclusion of Family Caregivers	.175

Case 26.	Doctors and the Capital Budget
Case 27.	Where the Rubber Hits the Road: Physician–Perkins Hospital Relationships
Case 28.	The Complaining Doctor and Ambulatory Care
Case 29.	Food-for-All: How Can a Pilot Project Lead to a Sustainable Population Health Improvement Program?185 Matthew J. DePuccio and Daniel M. Walker
Case 30.	Engaging Physicians in a Value-Based Contracting Decision at Bay City Clinic
Case 31.	Measuring Systematic Change Across One Health Economy in London
Part III—F	Performance Assessment: How Are We Doing?205
Introduc	tion to Cases
Case 32.	Should XYZ Healthcare Organization Make the
	Baldrige Journey?
Case 33.	•
	John R. Griffith Letter to the CEO
Case 34.	John R. Griffith Letter to the CEO
Case 34. Case 35.	John R. Griffith Letter to the CEO

Case 38.	The Mission of MercyCare	278
Case 39.	Whose Hospital?	280
Case 40.	CEO Compensation: How Much Is Too Much? Terri Menser	298
Case 41.	Reducing Healthcare-Associated Infections at Academic Medical Center: The Role of High-Performance Work Practices Julie Robbins and Ann Scheck McAlearney	300
Case 42.	Coordination of Cancer Care: Notes from a Pancreatic Cancer Patient	311
Case 43.	Dr. Fisher's Patient Duncan Neuhauser	312
Case 44.	Public Enemy Number One: COVID-19 at Spanish Trail Hospital Alice Gaughan and Ann Scheck McAlearney	323
Part IV—A	Authority/Responsibility: Who Decides?	327
Introduc	tion to Cases	329
Case 45.	Conflict in the Office	341
Case 46.	The Search Begins for the Next Faculty Practice Administrator for the Department of Surgery David M. Kaplan	342
Case 47.	Burnout at Dakota Hospital South	356
Case 48.	The Associate Director and the Controllers	358

Case 49.	More Changes to Consider: Returning to Work After a Pandemic	366
	Ravi S. Tripathi, Nora E. Colburn, Milisa K Rizer, and Ann Scheck McAlearney	
Case 50.	Annual Performance Evaluation: Can You Coach Kindness? Ann Scheck McAlearney	371
Case 51.	Reimagining Primary Care at Northcoast	372
Case 52.	Matrix or Mess? The Matrix Management Challenge	381
Case 53.	Improving Organizational Development in Health Services 3 Ann Scheck McAlearney and Rebecca Schmale	383
Case 54.	Controlling Revolution Health: Management Ownership <i>Jacob Victory</i>	392
Index	4	109
About the	e Editors	433
About the	e Contributors	435