



Transition Guide

Health Services Management: A Case Study Approach, Twelfth Edition

September 2023

In this new edition, the cases are reorganized into five areas: a fundamental segment on becoming a healthcare manager and four sections highlighting values and culture, organizational focus, performance evaluation, and authority and responsibility. Each segment begins with a discussion of the management theories and principles presented in the cases that follow.

Case Study Updates

This edition features 18 new cases. See the table below for details about which cases are new and which cases have been maintained from the previous edition.

Case Number	Case Title	Status
FOUNDATIONS - BECOMING A MANAGER: WHO AM I?		
Introduction to Cases		
Case 1	The First Day	Former Case 7
Case 2	Now What?	Former Case 4
Case 3	What Then?	Former Case 5
Case 4	Facing Reality in a New Job	Former Case 6
PART I - VALUES AND CULTURE: WHO ARE WE?		
Introduction to Cases		
Case 5	Confronting Racism at Franklinville Regional Medical Center	New Case
Case 6	Disparities in Care at Southern Regional Health System	Former Case 48

Case 7	Scratching the Surface: Increasing Diversity and Inclusion at Midwest General	New Case
Case 8	What's in a Name?	Former Case 58
Case 9	Doing the Right Thing When the Financials Do Not Support Palliative Care	Former Case 36
Case 10	Managed Care Cautionary Tale: A Case Study in Risk Adjustment and Patient Dumping	Former Case 53
Case 11	Herding CATS: Virtual Work and Its Impact on Culture	New Case
Case 12	Reflections on a Conference on the Future of Health Services Management Education	New Case
Case 13	Patients and Data Privacy	Former Case 61
Case 14	Saving Primary Care in Vancouver	Former Case 62
Case 15	Challenges for Mammoth Health System: Becoming the Best Around	Former Case 41
Case 16	Moving the Needle: Managing Safe Patient Flow at Yale New Haven Hospital	Former Case 11
Case 17	Part 1: What More Evidence Do You Need?	Former Case 3
Case 17	Part 2: More Evidence—The Example of Inappropriate Admissions	Former Case 3
Case 18	Implementing the Office of Patient and Customer Experience at Northwell Health	Former Case 21
PART II - FOCUS: WHAT GAME ARE WE PLAYING?		
Introduction to Cases		
Case 19	Shoes for the Shoemaker	Former Case 45
Case 20	The Art of Being Nimble: Pivoting from Pediatric Care to Adult Care in Response to the COVID-19 Pandemic	New Case
Case 21	A New Look?	Former Case 47
Case 22	Patient Exodus at Sycamore Health: Working with Patient and Family Advisory Councils	New Case
Case 23	What Benefits the Community?	Former Case 56
Case 24	Refocusing the Community Health Needs Assessment	New Case
Case 25	Who Should be Part of the Team? Considering the Inclusion of Family Caregivers	New Case

Case 26	Doctors and the Capital Budget	Former Case 35
Case 27	Where the Rubber Hits the Road: Physician–Perkins Hospital Relationships	Former Case 30
Case 28	The Complaining Doctor and Ambulatory Care	Former Case 34
Case 29	Food-For-All: How Can a Pilot Project Lead to a Sustainable Population Health Improvement Program?	New Case
Case 30	Engaging Physicians in a Value-Based Contracting Decision at Bay City Clinic	New Case
Case 31	Measuring Systematic Change Across One Health Economy in London	Former Case 29
PART III - PERFORMANCE ASSESSMENT: HOW ARE WE DOING?		
Introduction to Cases		
Case 32	Should XYZ Healthcare Organization Make the Baldrige Journey?	Former Case 43
Case 33	Letter to the CEO	Former Case 51
Case 34	When Innovation Leads to Crisis	New Case
Case 35	Sharing Information at Tenson County Health Department: Creating and Implementing a Dashboard	New Case
Case 36	Whose Performance?	New Case
Case 37	Financial Reporting to the Board	Former Case 16
Case 38	The Mission of MercyCare	New Case
Case 39	Whose Hospital?	Former Case 52
Case 40	CEO Compensation: How Much Is Too Much?	Former Case 57
Case 41	Reducing Healthcare-Associated Infections at Academic Medical Center: The Role of High-Performance Work Practices	Former Case 13
Case 42	Coordination of Cancer Care: Notes from a Pancreatic Cancer Patient	Former Case 55
Case 43	Dr. Fisher’s Patient	Former Case 54
Case 44	Public Enemy Number One: COVID-19 at Spanish Trail Hospital	New Case
PART IV - AUTHORITY/RESPONSIBILITY: WHO DECIDES?		
Introduction to Cases		
Case 45	Conflict in the Office	Former Case 9
Case 46	The Search Begins for the Next Faculty Practice Administrator for the Department of Surgery	Former Case 1
Case 47	Burnout at Dakota Hospital South	New Case

Case 48	The Associate Director and the Controllers	Former Case 2
Case 49	More Changes to Consider: Returning to Work After a Pandemic	New Case
Case 50	Annual Performance Evaluation: Can You Coach Kindness?	Former Case 10
Case 51	Reimagining Primary Care at Northcoast	New Case
Case 52	Matrix or Mess? The Matrix Management Challenge	Former Case 26
Case 53	Improving Organizational Development in Health Services	Former Case 20
Case 54	Controlling Revolution Health: Management Ownership	Former Case 12