



Cases in Health Services Management, Fifth Edition

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Health services management students need more preparation than ever to solve the problems they will confront in the increasingly complex health services environment. *Cases in Health Services Management, Fifth Edition*, presents 28 challenging cases (10 new to this edition) that address pivotal issues students will encounter as administrators and managers: quality improvement, strategic planning, ethical dilemmas, organizational dynamics, cost-benefit analyses, resource utilization, and more.

Students can hone their management acumen with real-life case examples like these:

- *When an advance in medical technology significantly improves the outcomes of a common procedure but triples its cost, can the needs of patients, hospitals, and insurers be reconciled?
- * After a collapse in leadership in the face of unrest among internal staff and external service providers, can a new hospital administrator implement a culture change to introduce greater transparency and a self-management learning style?
- * A hospital merger requires consolidation of duplicated services and careful scrutiny of a premier burn center whose continuation or closure has financial, community, and organizational ramifications.
- * Deciding whether to remove an entrenched founder and CEO from a national 400-facility, multi-level long-term care health system that is in a downward financial spiral poses significant challenges to its board of directors.
- * The leadership and strategic planning required to manage rural hospitals emerges as a new CEO tries to turn around a struggling facility's fiscal picture and solve chronic physician recruitment problems against a backdrop of local concerns.

Providing an exceptional framework for classroom discussion and practice in decision making, *Cases in Health Services Management* is an outstanding casebook for capstone and issues courses and a valuable supplement for health services courses in organization and management, strategic planning, finance, and marketing.

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Rita Kirby:

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