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What is the AUPHA/HAP imprint?

Association of University Programs in Health Administration/Health Administration Press (AUPHA/HAP) is the imprint for leading textbooks for academic courses in healthcare management. Acceptance of manuscripts for publication under the AUPHA/HAP imprint is guided by a national editorial board, with members selected in cooperation with AUPHA.
ECONOMICS

Robert H. Lee, PhD

ECONOMICS FOR HEALTHCARE MANAGERS,
SECOND EDITION

Healthcare managers confront many difficult and complex questions. Economics for Healthcare Managers provides the economic tools managers need to simplify and improve decision making. This new edition provides a framework for understanding pricing, regulation, costs, market demand, profitability, and risk—issues that all healthcare managers face.

Thoroughly revised and updated, the second edition features:
- A new chapter on creating and interpreting forecasts
- A new chapter on government intervention in healthcare markets
- Case studies and examples that illustrate how to analyze management problems and make recommendations
- Key concepts, discussion questions, and a glossary for each chapter

Written in a direct and practical style, this book is ideal for students with no background in economics.

Instructor Resources: Key concepts, answers/talking points for the discussion questions in the book, solved problems, PowerPoint slides, and a test bank. New case studies and links to additional readings on healthcare reform are available.

Thomas Rice, PhD, and Lynn Unruh, PhD, RN

THE ECONOMICS OF HEALTH RECONSIDERED,
THIRD EDITION

This book reconsiders the field of health economics as it is traditionally taught and practiced. It critically examines economic theory as applied to the health sector and questions the prevailing belief that a competitive healthcare marketplace results in the best outcomes.

Now including an overview of standard microeconomic theory, this new edition is an ideal stand-alone text for health economics and health policy courses.

Expanded and thoroughly updated, this edition features:
- A new chapter on traditional microeconomic theory that includes an overview of demand, supply, competition, monopoly, and social welfare
- Added information about market competition and the implications for health policy
- A new chapter discussing for-profit versus not-for-profit organizations in healthcare, including specialty hospitals and the nursing home and pharmaceutical industries
- A new chapter on healthcare workforce issues, including the markets for physicians and nurses

Instructor Resources: Important chapter concepts, discussion questions with answers, and additional readings. New PowerPoint slides relate healthcare reform implications to the applicable chapters in the text.
Michael A. Morrisey, PhD

HEALTH INSURANCE

This book provides a thorough overview of private health insurance in the United States. In the last few years, data on health insurance have confirmed, refined, and amplified the results of earlier research, creating the opportunity to provide this one-of-a-kind textbook. The key concepts presented in this book have remained constant throughout the history of health insurance research. The broad and deep discussions presented in the book will help students understand the concepts of today in order to remain relevant tomorrow.

Topics discussed include:
- The historical development of U.S. health insurance and the theory of demand for insurance
- Issues of adverse selection and moral hazard
- How managed care affects hospital and physician markets
- The large role played by employer-sponsored health insurance programs
- Health savings accounts, consumer-driven plans, and the small-employer market
- Traditional Medicare coverage, Medicare Advantage programs, and Medigap coverage
- Medicaid, SCHIP, and crowd-out of private coverage

This book is ideal for economics, insurance, finance, and policy courses.

Instructor Resources: Talking points for discussion questions and PowerPoint slides. New PowerPoint slides on healthcare reform are available.

“I received my college’s teaching award today, in no small part due to the class in which I use Health Insurance. The book frees up so much prep time that I can concentrate on teaching.”

—Eric Seiber, PhD, Assistant Professor, Health Services Management and Policy, The Ohio State University

IS YOUR PROGRAM PART OF THE ACHE Higher Education Network?

The ACHE Higher Education Network is a collaborative effort between ACHE and healthcare management programs designed to provide a valuable on-campus experience for students. Participation in the ACHE Higher Education Network gives healthcare management programs access to a variety of resources and tools that enhance networking opportunities and provide access to continuing education and current healthcare management issues.

For more information, contact Caitlin Stine at (312) 424-9324 or cstine@ache.org.
Steven T. Fleming, PhD

**MANAGERIAL EPIDEMIOLOGY: CONCEPTS AND CASES, SECOND EDITION**

This text introduces students to epidemiology and explains how to use epidemiological concepts and tools to improve decision making in the management of health services.

The second edition blends theory and application in each chapter. It is suitable as a stand-alone text for epidemiology and managerial epidemiology courses in health administration, public health, or nursing programs.

**This edition features:**
- New chapters on infectious disease epidemiology, morbidity, mortality, descriptive epidemiology, and cost-effectiveness analysis
- Application chapters that focus on cardiovascular disease, HIV, and Alzheimer’s disease
- More than 40 in-depth case studies of varying levels of difficulty, along with questions and detailed answers that reinforce learning
- Distinguished chapter contributors who provide insight into their areas of expertise

**Instructor Resources:** Additional case studies with examination questions and PowerPoint slides.

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NEW EDITION!

Louis C. Gapenski, PhD

HEALTHCARE FINANCE: AN INTRODUCTION TO ACCOUNTING AND FINANCIAL MANAGEMENT, FIFTH EDITION

The latest book from the most trusted name in healthcare finance, Dr. Louis C. Gapenski, introduces readers to the basic concepts of healthcare finance, including accounting and financial management.

Fifth edition features:
- New or expanded coverage of
  1. The impact of taxes and depreciation on for-profit providers
  2. Medical coding
  3. Monte Carlo simulation
  4. Form 990
  5. Fund accounting
- Recent information on healthcare reform includes coverage of accountable care organizations (ACOs) and medical homes with updated real-world examples
- Updated financial accounting coverage conforms to the latest AICPA formats
- New learning aids, including on-page definitions, For Your Consideration scenarios, and Key Equations quick-reference tools

Companion Website
Go online to access additional learning tools, including:
- Bonus chapter on distributions to owners of for-profit businesses
- Bonus chapter that covers capitation, rate setting, and risk sharing
- Appendixes that provide lists of financial and operating indicator ratios and their definitions

The companion website can be accessed at ache.org/books/HCFinance5.

Instructor Resources: Talking points for questions, answers to problems, PowerPoint slides, and a course outline.

Louis C. Gapenski, PhD, is a professor of health services administration at the University of Florida with a specialization in corporate and healthcare finance. He is the author or coauthor of 30 textbooks on corporate and healthcare finance. His books are used worldwide with Canadian and international editions as well as translated into eight languages. He has published more than 40 journal articles related to corporate and healthcare finance.

Additional texts by the author:
Understanding Healthcare Financial Management, Sixth Edition
by Louis C. Gapenski, PhD, and George H. Pink, PhD
See page 08

Fundamentals of Healthcare Finance
See page 08
The Gateway to Healthcare Management series

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Leigh Cellucci, PhD; Carla Wiggins, PhD; and Tracy Farnsworth, FACHE

Health Economics: Core Concepts and Technical Material
Stephanie Bernell, PhD
Louis C. Gapenski, PhD, and George H. Pink, PhD

UNDERSTANDING HEALTHCARE FINANCIAL MANAGEMENT, SIXTH EDITION

This comprehensive text provides both the financial theory and the “nuts and bolts” tools your students will need for managerial decision making. Woven throughout the book are tips and techniques for using spreadsheet analyses to make better financial decisions in a variety of provider settings. Real-world examples are used throughout the text to illustrate concepts. This edition includes new and expanded material covering Medicare reimbursement methods; pay for performance and consumer-directed health plans; and merger activity in the health services industry.

The companion website includes a bonus chapter, Excel models and problem sets, and a tutorial on using a financial calculator.

Online student resources include mini-cases and a healthcare reform primer that explains the financial impact of the legislation.

Instructor Resources: PowerPoint slides, end-of-chapter problem solutions, and mini-case solutions.

This book can be used with its supplemental casebook, Cases in Healthcare Finance, Fourth Edition.

See page 09.

NEW EDITION AVAILABLE EARLY 2013!

Louis C. Gapenski, PhD

FUNDAMENTALS OF HEALTHCARE FINANCE

This book begins with an overview of the role of finance in healthcare organizations and an uncomplicated explanation of the legal and reimbursement issues faced by providers. The rest of the chapters walk students through the basics of managerial accounting and financial management, including estimating costs and profits, planning and budgeting, making capital investment decisions, monitoring operations with metrics, and reading financial statements.

This text offers a concise approach to the most important topics covered in Dr. Gapenski’s popular textbook Healthcare Finance: An Introduction to Accounting and Financial Management.

Instructor Resources: PowerPoint slides, a sample course syllabus, solutions to the end-of-chapter questions and problems, solutions to the online cases, and a test bank.

These student resources are accessible online:
- Four additional chapters that cover financial markets and securities, lease financing and business valuation, distributions to owners, and capitation, rate setting, and risk sharing
- Online appendixes of financial and operational ratios and their definitions

Providing an entry into the world of healthcare management.

Gateway textbooks are written and designed to engage students new to the study of healthcare management.

See page 06 for more information.
Louis C. Gapenski, PhD, in collaboration with George H. Pink, PhD

**CASES IN HEALTHCARE FINANCE, FOURTH EDITION**

This book creates a bridge between academic learning and applied practice. Each of the 30 finance cases presents a comprehensive picture of the organization, along with a relevant financial-management challenge that students must solve. The majority of cases are accompanied by spreadsheet models to help students perform analyses and calculations.

Also provided are six ethics mini cases to provoke thought about financial situations with ethical implications.

**Changes to this edition:**
- The marginal cost pricing analysis case now includes both underlying cost structure and current profitability information.
- The pay-for-performance case now includes the three areas of performance (productivity, financial, and quality).
- The clinic valuation case now includes the use of free operating cash flow as a valuation approach in addition to valuations based on free cash flow to equityholders, number of physicians, and revenues. Also, debt financing has been added to the clinic’s capital structure.

**Instructor Resources:** Case solutions, complete instructor versions of the spreadsheet models, and PowerPoint slides.

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Kenneth Kaufman

**BEST PRACTICE FINANCIAL MANAGEMENT: SIX KEY CONCEPTS FOR HEALTHCARE LEADERS, THIRD EDITION**

In straightforward terms, this book explains six key principles critical to effective financial management of healthcare organizations. Examples describe the experiences of actual healthcare organizations in implementing best-practice credit analysis and financial planning, capital allocation, and budgeting.

**Key Features:**
- Explains the six key principles critical to the effective financial management of healthcare organizations:
  1. Managing the capital cycle
  2. Creditworthiness
  3. Integrated strategic and financial planning
  4. Capital allocation
  5. Strategic budgeting
  6. Capital structure management
- Contains information about credit ratings and approaches to determining an organization’s debt capacity
- Provides guidance on achieving the right capital structure
- Explains the debt vehicles available to healthcare organizations
Introduce students to financial management in the context of the healthcare organization and the broader healthcare environment.

The core finance topics are covered—working capital, resource allocation, and financial analysis—with a focus on the unique aspects of healthcare financial management. The objectives of healthcare financial management, the tax status of healthcare organizations, and third-party payers and payment methodologies are explained. A comprehensive overview of Medicare and Medicaid is also provided.

New in this edition:
This edition has been thoroughly updated and redesigned to engage students in learning. Key points, discussion questions, and on-page definitions are now included. The previously separate practice-problems book has been updated and folded into the text, providing many additional opportunities for students to test their knowledge. The book concludes with a comprehensive case study that brings all the concepts together.

The chapters on Medicare and Medicaid have been significantly expanded and updated to include information on healthcare reform and new laws pertaining to fraud and abuse.

Instructor Resources: Answers to problems and discussion questions, PowerPoint slides, and a test bank.

Michael Nowicki, EdD, FACHE, FHFMA, is a professor of health administration and director of graduate studies in the Department of Health Administration at Texas State University where he has won numerous awards for his teaching, research, and service. He has also taught for universities in California, Indiana, Kentucky, Missouri, and New Jersey, and for healthcare-related associations. Before his academic appointments, Nowicki held various administrative positions in healthcare organizations around the country.

Providing an entry into the world of healthcare management. Gateway textbooks are written and designed to engage students new to the study of healthcare management. See page 06 for more information.
Michael Nowicki, EdD, FACHE, FHFMA

HFMA’S INTRODUCTION TO HOSPITAL ACCOUNTING, FIFTH EDITION

This book introduces the accounting and financial reporting issues of hospitals and other healthcare entities. It explains basic accounting concepts and discusses how to develop internal financial reports. It also includes information on analyzing and interpreting financial statements. This book is written at a level that is ideal for students or professionals with no previous accounting experience.

Key Features:
- A chart of accounts, a glossary of accounting terms, and thorough coverage of the balance sheet and statement of operations
- Discussion questions, problems, and exercises to test students’ grasp of concepts

Instructor Resources: Talking points for discussion questions and answers to problems.
NEW EDITION!

Paul J. Feldstein, PhD

HEALTH POLICY ISSUES: AN ECONOMIC PERSPECTIVE, FIFTH EDITION

Do more medical expenditures produce better health? In whose interest does the physician act? Does competition among hospitals raise or lower costs?

This fifth edition of Health Policy Issues tackles these questions and provides short discussions on many other topics related to financing and delivery of health services. This book will help readers understand the economics underlying the issues and politics of healthcare. It stimulates critical thinking about issues involving physicians, nurses, health insurance, Medicare and Medicaid, competition, the increase of medical expenditures, prescription drugs and the pharmaceutical industry, and more.

This edition includes thoroughly updated chapters, figures, and tables as well as a new chapter on comparative effectiveness research and much new information on healthcare reform. A summary of the Patient Protection and Affordable Care Act of 2010 is included in the appendix.

Chapters include:

- The Rise in Medical Expenditures
- In Whose Interest Does the Physician Act?
- Why Are Those Who Most Need Health Insurance Least Able to Buy It?
- Do Nonprofit Hospitals Behave Differently than For-Profit Hospitals?
- Competition Among Hospitals: Does It Raise or Lower Costs?
- Cost Shifting
- Can Price Controls Limit Medical Expenditure Increases?
- Why Is Getting into Medical School So Difficult?
- Ensuring Safety and Efficacy of New Drugs: Too Much of a Good Thing?
- Why Are Prescription Drugs Less Expensive Overseas?
- Should Kidneys and Other Organs Be Bought and Sold?
- National Health Insurance: Which Approach and Why?
- The Politics of Health Care Reform

Instructor Resources: PowerPoint slides, chapter overviews, key words, discussion questions and talking points, and sample exam questions.

Paul J. Feldstein, PhD, has been a professor and the Robert Gumbiner Chair in Health Care Management at the Paul Merage School of Business, University of California, Irvine, since 1987. His previous position was at the University of Michigan as a professor in both the Department of Economics and the School of Public Health. Before that he was the director of the Division of Research at the American Hospital Association. Professor Feldstein has worked at the Office of Management and Budget, the Social Security Administration, and the World Health Organization.

Also from this author:
See page 13
Paul J. Feldstein, PhD

THE POLITICS OF HEALTH LEGISLATION:
AN ECONOMIC PERSPECTIVE, THIRD EDITION

Leading health economist Paul J. Feldstein has expanded on his unique economics-based approach to explain legislative outcomes in the healthcare field. Many healthcare legislative concerns are discussed, including deregulation, market competition, redistribution programs, and national health insurance. No prior knowledge in economics is assumed.

Key Features:
- Examines previous legislation and proposals in terms of competing theories of legislation, including the Medicare Modernization Act, the Health Insurance Portability and Accountability Act (HIPAA), the defeat of President Clinton’s Health Care Reform proposal, the 1997 Balanced Budget Act, the State Children’s Health Insurance Program (SCHIP), and the Bipartisan Commission on the Future of Medicare.
- Includes learning objectives, concluding comments, and questions in each chapter.

Instructor Resources: Discussion questions and talking points.

Beaufort B. Longest, Jr., PhD, FACHE

HEALTH POLICYMAKING IN THE UNITED STATES,
FIFTH EDITION

This new edition further clarifies health policy formulation, implementation, and modification. The policymaking process is brought to life through excerpts from congressional testimony, news stories, executive orders, legislation, and other documents related to real-world policy issues.

Students will acquire the background they need to analyze the effects of health policies and influence the policymaking process. The book also provides a framework for understanding the development of today’s health reform legislation.

Thoroughly updated and revised, this edition:
- Illustrates key points using contemporary policy issues as examples, including FDA action against the pharmaceutical industry, smoke-free laws, stem cell research, oversight of medical devices, and health insurance.
- Includes expanded discussion about how interest groups analyze the public policy environment and influence the policymaking process.
- Connects concepts to current events by using examples from the development of healthcare reform policy.
- Discusses how healthcare leaders can respond to legislation by effectively managing resources and includes insight on managing in public-sector environments.
- Includes expanded coverage of the determinants of health and their relevance to the policymaking process.

Instructor Resources: Chapter outlines, talking points for chapter review questions, PowerPoint slides of the exhibits in the book, and links to websites mentioned in the book. New links to additional readings and an overview of healthcare reform.
HUMAN RESOURCES

Bruce J. Fried, PhD, and Myron D. Fottler, PhD, Editors

FUNDAMENTALS OF HUMAN RESOURCES IN HEALTHCARE

This new text presents the managerial activities related to developing and maintaining the healthcare workforce. Each chapter opens with a short vignette that introduces the student to the chapter topic. On-the-page definitions of terminology and informational sidebars clarify concepts. Chapters end with discussion questions and case studies that provide practice for applying new information. The book also features a glossary of key terms.

Topics covered include:
- Understanding the healthcare labor force
- The legal environment
- Job analysis and design
- Recruitment and retention

Instructor Resources: PowerPoint slides, answers to discussion questions, and a test bank.

Bruce J. Fried, PhD, and Myron D. Fottler, PhD, Editors

HUMAN RESOURCES IN HEALTHCARE: MANAGING FOR SUCCESS, THIRD EDITION

This book presents the techniques and practices behind effectively managing people—the healthcare industry’s most important asset. It provides the concepts and practical tools necessary for meeting the unique challenge of managing healthcare employees. Chapters include cases, discussion questions, and exercises to enhance learning.

This edition includes:
- An expanded chapter on health and safety in the workplace, highlighting disaster preparedness and management
- A new chapter on globalization and the mobile workforce
- A new chapter focusing on employee benefits and benefit design
- An expanded chapter on training and career development
- Cases that emphasize the organization-wide impact of human resources decisions

Instructor Resources: Chapter overviews and suggested class activities and assignments.
NEW EDITION AVAILABLE 2013!

Gerald L. Glandon, PhD; Detlev H. Smaltz, PhD, FACHE, F HIMSS; and Donna J. Slovensky, PhD, RHIA, FAHIMA

AUSTIN AND BOXERMAN’S INFORMATION SYSTEMS FOR HEALTHCARE MANAGEMENT, SEVENTH EDITION

This bestselling book provides students with an overview of information management/information technology (IM/IT). It describes how information systems can support high-quality patient care and improve management decisions in healthcare organizations. Each chapter features learning objectives, web resources, and discussion questions. The book also includes a glossary that clarifies technical terms.

New and revised material includes:
- Expanded discussion of strategic planning, including the importance of system integration and IM/IT governance
- Extensive updates to the project management chapter, including information on establishing a centralized IM/IT portfolio management office to improve project success rates
- A new chapter on the government’s role in IM/IT, including the impact of HIPAA and other legislation
- A new chapter that explains how IM/IT investments are evaluated and provides a framework for conducting these analyses
- Updated information on the electronic health record and other clinical and administrative applications used in healthcare enterprises
- A comprehensive profile of hospital IM/IT leadership, including the role of the chief information officer

Instructor Resources: Answers or discussion points for the end-of-chapter questions, PowerPoint slides, and a test bank.

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**HEALTH SYSTEMS INFORMATICS**
TRANSFORMING HEALTHCARE

Historically, informatics was considered as a technology for automating clinical decision making and processes. This book views informatics as a transforming technology, one that alters the structure of clinical processes and broader health organizations. It explores the use of health information technology from a systems perspective. The traditional three-pronged informatics model—cellular, clinical, and population—is expanded to include dynamic systems, which add to and alter previous conceptions. This text integrates the medical, nursing, and healthcare IT professions. Its primary audience is graduate and professional students. Fifteen evidenced-based cases are used through the text to illustrate each chapter’s concepts. Each chapter includes learning objectives, key concepts, and discussion questions.

**Topics covered include:**
- The application and function of electronic medical records
- The importance of concept-based controlled biomedical vocabularies
- How to identify different e-health platforms
- How to recognize the technical safeguards required by the HIPAA Security Rule
- How information technology can change the role of the patient

**STRATEGIC MANAGEMENT OF INFORMATION SYSTEMS IN HEALTHCARE**

This text explores how healthcare organizations can use information technology to achieve better operational performance and strengthen their market position. Students will learn to use IT to transform clinical work processes and integrate clinical and administrative functions to achieve higher levels of performance. Topics covered include aligning business and clinical strategies, using IT for competitive marketing, investing in IT, and managing information security and ethics.

**Key Features:**
- Cases are used throughout the book to demonstrate how IT can address daily issues
- Outlines, key terms, learning objectives, and discussion questions follow each chapter
- The book emphasizes the relationship between IT and organizational strategy

**Instructor Resources:** Learning objectives, case studies, discussion questions with talking points, and PowerPoint slides.
J. Stuart Showalter, JD

THE LAW OF HEALTHCARE ADMINISTRATION, SIXTH EDITION

The Law of Healthcare Administration, Sixth Edition, offers a practical examination of healthcare law from the management perspective. It is a thorough treatment of healthcare law in the United States, written in plain language for ease of use. The 2010 Patient Protection and Affordable Care Act is given extensive coverage, focusing on the implications for corporate integrity programs, fraud enforcement, patients’ access to care, and physician-hospital relations. Objectives, summaries, and discussion questions highlight important points in each chapter.

This edition features:
- Discussions of recent legal developments in high-profile areas including liability of managed care organizations; challenges to tax-exempt status; and developments related to privacy, especially the HITECH Act and identity theft “red flags”
- A new chapter that tracks the history of healthcare and the historical foundations of health law
- Updated references to The Joint Commission standards
- An expanded glossary includes on-the-page definitions
- A new suggested readings section

Chapters include:
- The Anglo-American Legal System
- A Brief History of Medicine
- Contracts and Intentional Torts
- Negligence
- The Organization and Management of a Corporate Healthcare Institution
- Liability of the Healthcare Institution
- Health Reform, Access to Care, and Admission and Discharge
- Medical Staff Privileges and Peer Review
- Emergency Care
- Consent for Treatment and Withholding Consent
- Taxation of Healthcare Institutions
- Competition and Antitrust Law
- Fraud Laws and Corporate Compliance
- Issues of Reproduction and Birth
- Health Information Management

Instructor Resources: Discussion questions with talking points, questions about case excerpts, teaching suggestions, PowerPoint slides, and a test bank.

J. Stuart Showalter, JD, MFS, has spent most of his career dealing with health law issues. From 1972 through 1980, he served in the US Navy in various positions, including as in-house counsel, as malpractice-claims defense attorney, and as counsel to the US Navy Surgeon General. From 1980 to 1996, Mr. Showalter was vice president and in-house counsel to the Catholic Health Association of the United States. In addition, he has been a hospital system’s director of compliance and a law professor.
Dean M. Harris, JD
CONTEMPORARY ISSUES IN HEALTHCARE LAW AND ETHICS, THIRD EDITION

This book examines the most important legal and ethical issues in healthcare. Rather than focusing on managed care, this edition includes more material on healthcare reform.

This edition includes:
- The US Supreme Court’s decisions on physician-assisted suicide, the liability of health plans, and late-term abortion
- Legal and ethical issues in emergency contraception
- The Medicare prescription drug benefit and HIPAA Privacy Rule
- Medical malpractice reform and the reporting of medical errors
- Obligations to provide emergency care and make services accessible to persons with limited English proficiency
- A new chapter on health insurance and the ongoing effort to achieve universal health insurance coverage
- Excerpts from original sources of law

Updated 2011 book companion contains most up-to-date information on healthcare reform

The updated book companion contains the latest information and resources about healthcare law. It addresses topics such as the obligations of charitable hospitals and prohibitions against fraud and abuse. It also provides explanatory materials about pending legal challenges to the federal health reform legislation, as well as links to relevant legislation, regulations, reports, and websites. The book companion relates healthcare reform implications to the applicable chapters in the text.

Instructor Resources: Class discussion topics and discussion questions with talking points.

Kenneth R. Wing, JD, and Benjamin Gilbert, JD
THE LAW AND THE PUBLIC’S HEALTH, SEVENTH EDITION

Ideal for students with no legal background, this text explains the basics of health law and the legal system. It familiarizes students with legal principles and teaches them how to communicate effectively with legal counsel.

Topics discussed in this edition include:
- The powers of the federal, state, and local governments to respond to public health emergencies
- Abortion and related sexual privacy cases
- Private suits against states for violating federal Medicaid laws
- Enforcement of fraud and abuse laws
- Patients’ rights and anti-managed care legislation

Companion Cases Available Online: Students can access edited cases that illustrate many of the legal principles discussed in the book.

Instructor Resources: Detailed teaching methodologies.
Frankie Perry, RN, FACHE(R)

THE TRACKS WE LEAVE: ETHICS IN HEALTHCARE MANAGEMENT

This practical book uses actual cases and brief essays to illustrate the everyday ethical dilemmas your students will face in the healthcare field. This book is ideal for business ethics and administrative ethics classes.

Key Features:
- Breaks down complex ethical dilemmas and provides advice for handling these issues
- Includes cases that are ideal for classroom discussion
- Contains questions designed to guide students through the complex thought processes essential to resolving ethical conflicts

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- Fundamentals of Healthcare Finance  
  See page 08.
- Introduction to the Financial Management of Healthcare Organizations, Fifth Edition  
  See page 10.
- Fundamentals of Human Resources in Healthcare  
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- Introduction to Healthcare Quality Management  
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- Understanding the U.S. Health Services System, Fourth Edition  
  See page 39.
EXCEPTIONAL LEADERSHIP: 16 CRITICAL COMPETENCIES FOR HEALTHCARE EXECUTIVES

There are good leaders, and there are exceptional leaders. The answer to "What makes a leader exceptional?" is simple: competencies. Competencies are professional and personal skills, knowledge, values, and traits that guide a leader’s performance.

This book focuses on the 16 key competencies that distinguish good leadership from great leadership. Each competency is explored in a chapter that defines the competency, provides examples of the competency in action, discusses how the competency can be misused, and offers advice on how to develop the competency.

Instructor Resources: PowerPoint slides, case studies, and teaching tips.
**THE FUTURE OF HEALTHCARE: GLOBAL TRENDS WORTH WATCHING**

Rising healthcare costs. Increased mobility of patients and clinicians. An aging population. Staffing shortages.

This book draws on reliable, agenda-free sources to predict the impact of emerging global trends on the U.S. healthcare system. It provides timely advice on how to proactively engage in and capitalize on globalization rather than react to it.

The book concludes with a case study that illustrates how to incorporate global trends into the strategic planning process.

**Instructor Resources:** PowerPoint slides, talking points for discussion questions, out-of-class assignments, and additional readings.

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**RESPONDING TO HEALTHCARE REFORM: A STRATEGY GUIDE FOR HEALTHCARE LEADERS**

*Responding to Healthcare Reform* clarifies the complexities of the Patient and Protection Affordable Care Act (ACA) by explaining the underlying theories that shaped it, describing the act’s impact on the role of the healthcare organization, and offering direction for strategy formulation.

This guide focuses on the sections of the bill that are most pertinent to provider operations. Because the ACA creates an uncertain environment, this book is stocked with a variety of tools to help healthcare executives predict change and recalibrate strategies.

**Your students will benefit from:**

- Practical analysis of key aspects of the bill and how they will impact providers
- Descriptions of 20 possible scenarios that can be used to test the viability of strategies under various conditions
- Access to a continuously updated companion website that includes sources for strategy implementation
AVAILABLE SUMMER 2012!

**DIMENSIONS OF LONG-TERM CARE MANAGEMENT: AN INTRODUCTION**

Mary Helen McSweeney-Feld, PhD, and Reid Oetjen, PhD, Editors

Long-term care is one of the fastest-growing segments in the healthcare industry. Societal changes, including the aging of the baby boomers and an evolution in attitudes toward aging and retirement, will continue to propel long-term care issues to the forefront.

With an emphasis on the trends and developments that are transforming long-term care, the book introduces readers to the options available in care settings, programs, and services. The second half of the book relates aspects of management—including leadership, human resources, marketing, regulatory and legal issues, and financing—to long-term care.

**Topics covered include:**
- Residential, home, and community-based care services
- Cultural diversity and the delivery of services
- Chronic illnesses, particularly Alzheimer’s and related dementias
- Hospice, palliative, and end-of-life care
- Consumer education and technology as a self-help tool
- The design of long-term care facilities
- Management issues—human resources, marketing, legal, and ethical issues
- Long-term care financing sources
- Public and private regulation of long-term care providers

**Instructor Resources:** PowerPoint slides, sample course syllabi, answers for discussion questions, answers to case studies, and a test bank.

**MANAGING LONG-TERM CARE**

Connie Evashwick, ScD, FACHE, and James Riedel

Although managers of long-term care (LTC) services use the same fundamental management skills that all healthcare administrators use, they confront unique challenges.

This book provides students with a structured introduction to management concepts that can be applied to a variety of LTC settings, including provider, payer, and regulatory organizations. It is easy to read and is oriented toward practical application to daily management challenges. Topics range from human resources and marketing to strategic planning and ethics. It also provides helpful tips for managing one’s own career in this growing area.

**Instructor Resources:** Learning guideposts, definitions, key words, a course outline, discussion questions, and sample syllabi.
NEW EDITION AVAILABLE EARLY 2013!

Anthony R. Kovner, PhD; Ann Scheck McAlearney, ScD; and Duncan Neuhauser, PhD

HEALTH SERVICES MANAGEMENT: CASES, READINGS, AND COMMENTARY, NINTH EDITION

Health Services Management: Cases, Readings, and Commentary, Ninth Edition, continues to provide a unique overview of management and organizational behavior theory.

Features new readings and more than 30 new cases!
The ninth edition includes new literature that explains the role of the health services manager, including building relationships, managing change, controlling performance, and accepting accountability. This classic textbook also includes more than 30 new cases that take place in a variety of settings.

This book uses a three-pronged approach to examine the skills and experience health services managers need to succeed:
- **Commentaries** introduce the topic and provide the context for the readings and cases that follow
- **Readings** bring fresh voices to the topic and provide evidence and timely examples
- **Cases** give students practice in making managerial decisions in a wide variety of settings and situations

Instructor Resources: Teaching suggestions and notes for the case studies and readings.

Anthony R. Kovner, PhD; David J. Fine, PhD, FACHE; and Richard D’Aquilia, FACHE

EVIDENCE-BASED MANAGEMENT IN HEALTHCARE

Too often in the fast-moving healthcare field, decision makers rely primarily on what has worked before. This comprehensive text explains the various definitions and theories of evidence-based (EB) management and how it is used to make informed healthcare management decisions. This groundbreaking book is written by experienced academics and executives who have pioneered EB management research and application.

Key Features:
- Explains the step-by-step process at the core of EB management
- Describes how evidence is used in healthcare decision making
- Includes numerous real-life case studies that illustrate how an EB management approach can be used in a variety of management situations
- Includes a student reference that explains how to search for evidence in literature
- Makes an ideal supplement to healthcare organization management texts including The Well-Managed Healthcare Organization (see page 26)

Instructor Resources: Teaching suggestions, a sample syllabus for a capstone course, additional reading materials, and links to various websites.
NEW!

Peter C. Olden, PhD

MANAGEMENT OF HEALTHCARE ORGANIZATIONS: AN INTRODUCTION

Management of Healthcare Organizations: An Introduction explains management as an integrated body of knowledge and shows how to apply it in healthcare organizations. Classic and contemporary management theory, principles, methods, and tools for new managers are presented in a logical sequence of management functions, roles, and activities.

The book opens with background on the healthcare industry. It blends classic management theory with contemporary approaches. Decision making, managing change, and communication are also covered.

Written by one author, the content is cohesive, succinct, easy-to-read, and engaging. The book is filled with learning aids including chapter objectives, on-page definitions, key points, real-world examples, in-chapter exercises, case studies, practical applications, and discussion questions.

The 15 chapters are interconnected by a case study that runs throughout the book, showing how concepts from individual chapters can be used together to manage a healthcare organization. The book is ideal for undergraduate students in healthcare administration and students in nursing or allied health programs.

Instructor Resources: Suggested applied projects, PowerPoint slides, answers to discussion questions, and a test bank.

Peter C. Olden, PhD, is a professor of health administration at the University of Scranton. He studied management at the undergraduate, graduate, and doctoral levels; worked 14 years as a hospital executive; and for almost 20 years has taught undergraduate and graduate courses in healthcare management and related subjects. He has been a contributing author of healthcare management textbooks and has published articles in the Journal of Healthcare Management, Health Care Management Review, and other journals. Dr. Olden has presented at many conferences including those of the Academy of Management, AcademyHealth, and the Association of University Programs in Health Administration.

Providing an entry into the world of healthcare management.

Gateway textbooks are written and designed to engage students new to the study of healthcare management.

See page 06 for more information.
Leigh W. Cellucci, PhD, and Carla Wiggins, PhD

THE ESSENTIALS TECHNIQUES FOR HEALTHCARE MANAGERS

Using case studies and exercises blended with theory, this interactive book provides your students with the skills, knowledge, and confidence they need to be successful healthcare managers.

Students will learn how to handle common management responsibilities such as delegating projects, making ethical decisions, resolving conflicts, defending a budget, and monitoring organizational performance. Also includes an overview of health law and a discussion of diversity issues.

Key Features:
- Engages students with a blend of theory and practical applications
- Includes learning objectives, a glossary, and discussion questions
- Presents cases and exercises from a variety of settings

Instructor Resources: PowerPoint slides, discussion points for end-of-chapter questions, and a test bank.

The Gateway to Healthcare Management series

Providing an entry into the world of healthcare management

WHY DID WE DEVELOP THE GATEWAY TEXTBOOK SERIES? BECAUSE YOU ASKED FOR IT!
You told us how difficult it is to find appropriate books for introductory healthcare management courses. You spoke, and we listened.

JUST THE RIGHT BLEND OF THEORY AND APPLICATION FOR STUDENTS WITH VARYING BACKGROUNDS
Healthcare management topics are taught in many programs including business, allied health, nursing, and healthcare administration. Gateway textbooks are ideal for courses that contain students with varying levels of exposure to healthcare management concepts.

THE ESSENTIALS STUDENTS NEED FOR SUCCESS IN ANY SETTING
Students will learn through realistic examples—not just from hospitals, but from clinics, medical offices, long-term care facilities, nursing facilities, and more! Each book’s pages are peppered with features that will keep student reading, reflecting, and understanding.

See page 06 for a list of our Gateway to Healthcare Management texts!
THE WELL-MANAGED HEALTHCARE ORGANIZATION, SEVENTH EDITION

Kenneth R. White, PhD, FACHE, and John R. Griffith, LFACHE

This edition draws on the experiences of high-performing and Baldrige Award–winning organizations. It describes the key drivers of success:
- A culture of empowerment and responsive leadership that promotes teamwork among physicians, nurses, and other staff
- A system for continuous improvement that emphasizes process analysis, negotiated goal setting, measurement, benchmarking, and rewards

This edition also includes:
- A new chapter on building a culture of shared values, empowerment, communication, and service excellence
- A new chapter on the organizational infrastructure that sustains continuous improvement
- Strategies for building clinical processes that delight not only physicians and nurses with effective protocols but also patients with responsive, individualized care
- Best practices for various operational functions, including comprehensive performance measures and organizational models
- Strategies for retaining and increasing the contribution of clinical and administrative staff
- Reader-friendly aids, such as on-page definitions of terminology, synopses of chapter contents, and questions for reflection or discussion

Instructor Resources: Teaching suggestions; discussion questions with talking points; PowerPoint slides of figures, keywords, and questions to debate; author-led discussion forum; and gradable questions and answer guides.

ANTICIPATE, RESPOND, RECOVER: HEALTHCARE LEADERSHIP AND CATASTROPHIC EVENTS

K. Joanne McGlown, PhD, RN, FACHE, and Phillip D. Robinson, FACHE, Editors

This book focuses on disaster preparedness and response from the healthcare leader’s perspective. It shares practical strategies derived from the real-world experience of CEOs and administrators. It also includes compelling interviews with healthcare leaders who led their organizations’ response to and recovery from catastrophic events, including recent hurricanes, floods, and terrorist threats.

Creating a solid financial plan and implementing it swiftly following a catastrophe are critical to the long-term stability of the facility. Two chapters of the book are devoted to ensuring fiscal strength before, during, and after a disaster. These chapters and others are illustrated with easy-to-use sample forms and checklists for planning and response. Descriptions of various planning processes are discussed.

Topics covered include updates of the current status of federal regulations as well as:
- Definitions of the local, state, and federal roles in catastrophe planning
- The most common roadblocks healthcare leaders face in crisis situations
- Strategies for recovery and reconstruction following an event
- How to minimize the financial impact of disasters

Instructor Resources: PowerPoint slides and teaching suggestions.
Dunn & Haimann’s Healthcare Management will help your students gain the skills they need to motivate their teams to meet increasing demands. The book uses the basic functions of management—planning, organizing, staffing, influencing, and controlling—as the primary framework for explaining the supervisor role. The details of each function are explained and illustrated with examples of common situations. The concept of authority is also woven throughout the book.

This edition includes:
- Additional material on ethics and ethical decision making
- Additional contemporary management theory including the Parity Principle and Role Theory
- Expanded coverage of hiring and managing a diverse workforce
- Updated information about labor regulations, unions, and grievances
- The supervisor’s role in medical identity theft and e-discovery
- New tools and templates, including a sample telecommuting agreement
- Updated charts and figures and additional reading suggestions

This book is ideal for any introductory management course. It also serves as a reference text for students currently holding supervisory positions.

Instructor Resources: PowerPoint slides and a test bank.

Myron D. Fottler, PhD; Robert C. Ford, PhD; and Cherrill P. Heaton, PhD


Information about customer service hits and misses is now more accessible to healthcare consumers. Customers who are armed with information and aware of their options are choosing providers they believe are ready, willing, and able to provide the superior experience they expect.

Future healthcare leaders need to know how to prevent service failures and create a customer-focused culture. This book presents the theories, methods, and techniques behind delivering an excellent healthcare experience through strategy, staffing, and systems.

This second edition has been completely updated. Concepts have been expanded to include information on:
- The significance of aligning strategy, staffing, and systems
- Evidence-based service management and design principles
- Customer relationship management
- Internet-based opportunities for various purposes, including communication, information, marketing, recruitment, feedback, and training
- Retail clinics, concierge medicine, telemedicine, and other new customer-driven innovations

Instructor Resources: Discussion questions and case studies with talking points.
Farrokh Alemi, PhD, and David H. Gustafson, PhD

**DECISION ANALYSIS FOR HEALTHCARE MANAGERS**

This book helps students build the skills they need to answer complex management and policy questions. First, students learn about the various analytical tools that simplify and accelerate decision making. Then, they learn how to apply those tools to different healthcare situations, including comparing clinician performance, determining the causes of medical errors, analyzing the cost of programs, and determining the market for new services.

**Key Features:**
- Suited for use in decision or quantitative analysis courses
- Focuses on improving quality through decision analysis
- Includes numerous examples of how to apply tools in real-life management situations

**Instructor Resources:** A sample syllabus, discussion questions with talking points, guidelines for evaluating rapid-analysis exercises, and a guide to using the book’s companion website.

**Student Resources:** A companion website features key points, student examples of rapid-analysis exercises, links to websites that provide additional information, and PowerPoint slides that highlight the important concepts of each chapter.

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Frederick J. Wenzel, FACMPE, and Jane M. Wenzel, PhD, Editors

**FUNDAMENTALS OF PHYSICIAN PRACTICE MANAGEMENT**

This text is designed to meet the needs of programs that offer a group practice or ambulatory care course as well as those that incorporate physician practice management issues into the regular curriculum. Topics are discussed with enough detail for students to understand the fundamental concepts without getting mired in the complexity of daily operational issues.

**Key Features:**
- Explains how physician practice management differs from management in other settings
- Discusses strategic planning, financial management, information systems, and hospital relationships as applied in group practice settings
- Includes a mini-case, learning objectives, and discussion questions in each chapter

**Instructor Resources:** PowerPoint slides.
FUTURESCAN 2012: HEALTHCARE TRENDS AND IMPLICATIONS 2012–2017

This highly respected annual guide to healthcare trends will help you plan for the future. Written by an expert panel, Futurescan 2012 highlights eight key trends affecting the nation’s healthcare organizations. Each chapter identifies the implications of the trend and helps providers prepare for them. In this era of constant change, every healthcare leader can benefit from reading Futurescan.

Loaded with information that will fuel strategic planning, Futurescan 2012 discusses these timely topics:
- The transformation of US hospitals to a new business model
- The development of state health insurance exchanges
- The volatility in the credit markets
- The aging of the baby boomers
- The expansion of the hospital role to include community well-being
- The focus on quality as a long-term strategy to drive down healthcare costs
- The emergence of clinically integrated provider networks
- The increase in employment of physicians by hospitals

Copublished with the Society for Healthcare Strategy and Market Development
Softbound, 48 pp, 2012
Order code: SP12-2206, $45

Jeffrey P. Harrison, PhD, FACHE
ESSENTIALS OF STRATEGIC PLANNING IN HEALTHCARE

Introduce students to the factors influencing the strategic planning process in healthcare today. Structured around a comprehensive case study and accompanying end-of-chapter exercises, this text places students in the planner’s seat, asking them to apply what they have learned to lead the hospital in the case study to success. Perfect text for undergraduate capstone courses.

Topics covered include:
- The vital role leadership plays in strategic planning
- Organizational factors critical to strategic planning
- Completing a SWOT analysis
- Analytical tools that support strategic planning
- Strategic opportunities presented by pay-for-performance initiatives
- Linking the strategic plan to operating performance
- Physician involvement in strategic planning
- The relationship between healthcare value and strategic planning

To help students navigate the text, each chapter features a glossary of key terms and concepts. Highlights are also included to familiarize students with major institutions and laws that have shaped the healthcare industry.

Instructor Resources: PowerPoint slides and a test bank.

Providing an entry into the world of healthcare management. Gateway textbooks are written and designed to engage students new to the study of healthcare management.

See page 06 for more information.
Strategic planning is an important management tool, especially in an era of uncertainty. A sound strategic plan helps healthcare organizations cope with the variety of contingencies that arise in a dynamic environment.

This new edition of Healthcare Strategic Planning provides the reader with practical guidance for planning to address near-term pressures as well as achieving long-term goals. Descriptions, examples, and guidelines lead the reader step-by-step through a proven strategic planning process.

Strategic planning in the healthcare environment has evolved since the previous editions of this book were published. This edition reinvigorates the discussion with many new ideas and additional information.

This book is ideal for classes in strategic planning and management.

Table of Contents:
- Is Strategic Planning Still Relevant?
- Organizing for Successful Strategic Planning: 12 Critical Steps
- Activity I: Analyzing the Environment
- Activity II: Identifying Organizational Direction
- Activity III: Strategy Formulation
- Activity IV: Transitioning to Implementation
- Major Planning Process Considerations
- Realizing the Benefits from Strategic Planning
- Making Planning Stick: From Implementation to Managing Strategically
- The Annual Strategic Plan Update
- Encouraging Strategic Thinking
- Future Challenges for Strategic Planning and Planners

Instructor Resource: PowerPoint slides.

Alan M. Zuckerman, FACHE, FAAHC, is a founding partner and director of Health Strategies & Solutions, Inc., a leading national healthcare consulting firm. Mr. Zuckerman has been a management consultant for over 35 years. During his career, Mr. Zuckerman’s consulting work has focused on strategic planning; this book is an outgrowth of his experience with hundreds of diverse healthcare organizations. Mr. Zuckerman is widely published and a frequent speaker at national healthcare conferences.
**MARKETING AND STRATEGY**

Roicé D. Luke, PhD; Stephen L. Walston, PhD, FACHE; and Patrick Michael Plummer

**HEALTHCARE STRATEGY: IN PURSUIT OF COMPETITIVE ADVANTAGE**

By focusing on the five Ps of competitive advantage—power, position, pace, potential, and performance—this book helps students understand and implement the range of competitive tactics available to healthcare organizations. It also discusses how to assess market structure, an activity that is critically important in today’s highly competitive environment.

**Instructor Resources:** Chapter-specific teaching tips, study questions, and PowerPoint slides.

“This is one of the best books I have ever read on healthcare strategy. It is educational, practical, and interesting.” —Doody Review Service

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Richard K. Thomas, PhD

**MARKETING HEALTH SERVICES, SECOND EDITION**

This book introduces students to the marketing concepts and methods they need to plan and launch an effective marketing initiative. It provides a comprehensive view of the marketing process, from evaluating market needs to developing a marketing campaign to evaluating marketing efforts.

This edition includes discussion of new developments in healthcare that affect marketing as well as contemporary marketing approaches. New topics include:

- The use of consumer engagement techniques to encourage healthy behavior
- Competition in the international healthcare market
- Measurement of return on investment of marketing dollars
- The use of social media to inform and educate consumers

**Key Features:**

- New case studies that provide real-world exposure to concepts
- An expanded and updated glossary that includes the latest terms
- How-to sections that illustrate marketing techniques
- Numerous maps, charts, and marketing samples
- Chapter summaries, key points, and discussion questions

**Instructor Resources:** Key points and terms, discussion questions, case studies and talking points, student exercises, and PowerPoint slides.
HEALTHCARE OPERATIONS MANAGEMENT

Like its predecessor, this book focuses on operations management and the strategic implementation of programs, techniques, and tools for reducing costs and improving quality. It not only covers the basics of operations management, but also explains how operations and process improvement relate to contemporary healthcare trends such as evidence-based medicine and pay-for-performance. The book’s practical approach includes real-world examples to illustrate concepts and explanations of software tools that solve operational problems.

This second edition has been thoroughly revised to address current issues facing healthcare managers. Major revisions include extensive updates to the chapters on statistical tools, Six Sigma, and the Lean enterprise. The chapter on project management now includes information on agile, and the chapter on scheduling and capacity management has been substantially rewritten and expanded. A new chapter on improving financial performance with operations management has been added.

Key Features:
- Emphasizes the importance of operations management in implementing the Patient Protection and Affordable Care Act
- Aligns strategic and operational goals, including the use of project management tools and balanced-scorecard techniques to execute and monitor projects
- Thoroughly explores performance tools, techniques, and programs, including Six Sigma, the Lean enterprise, and simulation
- Applies process improvement tools to supply chain management, scheduling, and other healthcare issues

Includes chapter overviews, a running glossary, discussion questions, and problems for each chapter

Instructor Resources: Answers or discussion points for the end-of-chapter questions and exercises, teaching tips, and recommended teaching cases.

Student Resources: Students can access an online book companion that features additional learning tools, including Excel templates, instructional videos, tutorials, exercises, and PowerPoint presentations for each chapter. The companion also provides links to videos, webcasts, web demonstrations, exercises, tutorials, and case studies related to specific topics.

Daniel McLaughlin, MHA, is director of the Center for Business Excellence in the Opus College of Business at the University of St. Thomas. Previously he was the executive director of the National Institute of Health Policy at St. Thomas, the CEO of Hennepin County Medical Center, and the director of a county health system. Mr. McLaughlin has served as chair of the National Association of Public Hospitals and Health Systems and has served on the boards of other regional and national associations.

John R. Olson, PhD, is a professor at the University of St. Thomas in the Operations and Supply Chain Department. He has published numerous studies related to quality management and healthcare systems. Over the past 10 years he has consulted with many healthcare organizations on their strategic planning process, metric setting, and the implementation of quality and continuous improvement programs. He is a master black belt in Six Sigma and Lean Sensei.
Peter A. Weil, PhD, FACHE; Richard J. Bogue, PhD; and Reed L. Morton, PhD, FACHE

ACHIEVING SUCCESS THROUGH COMMUNITY LEADERSHIP

This handbook gives your students real-life examples of the different practices leading hospitals use to provide community healthcare. It includes practical methods of stepping up community initiatives, such as creating a community health information unit, systematically investing in community health, developing strong support networks with the community, and holding recognition events to honor community health advocates. This handbook is ideal for community health and continuing education classes.

Key Features:
- Provides real-life governance and management examples of 25 practices discovered during site visits at leading hospitals
- Demonstrates methods to increase staff loyalty, reduce costs, and establish excellent market intelligence

Student Resources: An online casebook provides in-depth descriptions of the seven leading hospitals visited by the study team.

Peter A. Weil, PhD, FACHE; Richard J. Bogue, PhD; and Reed L. Morton, PhD, FACHE

REKINDLING THE FLAME: ACHIEVING SUCCESS THROUGH COMMUNITY LEADERSHIP, DISCUSSION VIDEO

Order code: SP12-V1136, $15, Running time: Approximately 61 minutes, offered in VHS

Ann Scheck McAlearney, ScD

POPULATION HEALTH MANAGEMENT: STRATEGIES TO IMPROVE OUTCOMES

This text takes a comprehensive look at the issues surrounding population health management. The author defines populations, examines strategies to benefit different target groups, and suggests implementation strategies. The book describes different issues involved in establishing a population health management program, including the various ways health researchers can help design, implement, and evaluate different population health management strategies.

Key Features:
- Describes the process needed to target population health programs
- Provides an introduction to specific population health management strategies
- Includes examples of how strategies work in practice

Instructor Resource: An online casebank.
LEARN DONE RIGHT: ACHIEVE AND MAINTAIN REFORM IN YOUR HEALTHCARE ORGANIZATION

Healthcare organizations cannot afford to waste time, money, or resources on an improper Lean implementation. Managers want to create a culture of continuous improvement, not a regime of fire-fighting tools that address problem areas but have short-lived results.

Lean Done Right: Achieve and Maintain Reform in Your Healthcare Organization provides a roadmap for launching a transformative and sustainable Lean initiative that isn’t consultant-driven. The Lean implementation model focuses on strategically directed action, developing a lean organizational culture, and enhancing the care delivery system.

Chapters include:
- Death by Kaizen Event
- A Lean Implementation Model
- Strategically Directed Action
- The Culture-Creating Path
- Implement the Value Stream Work Plan
- The System-Creating Path

Instructor Resources: PowerPoint slides

Thomas G. Zidel is president of Lean Hospitals, a consulting company that provides facilitation and training to healthcare organizations. Mr. Zidel has more than 25 years of experience in Lean and Six Sigma implementation. During his career, Mr. Zidel has trained or mentored hundreds of healthcare professionals; this book is an outgrowth of his experience teaching his unique approach to Lean implementation.

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Quality management is a complex process, especially in healthcare. Managers in today’s environment need more than just an understanding of the historical concepts of quality. They need to understand how to achieve quality within the structure and relationships of the complex system of a healthcare organization.

In this new third edition, Kelly has enhanced the content to promote an understanding of systems thinking in health services organizations. While still providing readers with the foundational concepts of quality management, she instructs readers on the system implications of understanding stakeholders and the role of policy, establishing goals in complex systems, improving and managing process change, performance measurement, and teamwork. Readers learn how to think critically using new frameworks, approaches, and tools and are given real-life examples and case studies to practice these skills.

This edition features new and enhanced material, including:
- Alternative assumptions to traditional quality management tools and techniques
- An expanded Practice Lab with which readers can exercise newly learned quality techniques
- A guide to using the CMS and Joint Commission quality indicators to improve systems of care
- A glossary of terms
- Additional case studies and exercises designed to individualize applications in the student’s own practice setting.

Instructor Resources: Explanations of chapter exercises, teaching suggestions, and PowerPoint slides.

Student Resources: End-of-chapter exercises, practice exercises, and an online book companion.

Diane L. Kelly, DrPH, RN, teaches at the University of North Carolina at Chapel Hill Public Health Leadership Program, Duke University School of Nursing, and the University of Utah College of Nursing. Dr. Kelly is a former member of the editorial advisory board for the Joint Commission Journal on Quality and Patient Safety and the national Baldrige Performance Excellence Program Board of Examiners.
Patrice L. Spath, RHIT

**INTRODUCTION TO HEALTHCARE QUALITY MANAGEMENT**

This textbook introduces students to the basic principles and techniques of quality management in healthcare.

Using an application-based approach, this text describes techniques for measuring quality and safety, collecting and analyzing performance data, and improving health services. It is packed with practical examples and case studies that apply quality concepts and tools to real-life situations at a level ideal for your students.

**Key Features:**
- Content organized around the fundamental concepts of healthcare quality management—measurement, assessment, and improvement
- Learning objectives; key words; glossary; discussion questions; sidebars containing learning points, critical concepts, and industry facts; and related websites
- Figures, examples, illustrations, and numerous real-world cases from a variety of healthcare settings

**Instructor Resource:** PowerPoint slides, answers to in-book questions, and a test bank.

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Patrice L. Spath, RHIT

**LEADING YOUR HEALTHCARE ORGANIZATION TO EXCELLENCE: A GUIDE TO USING THE BALDRIGE CRITERIA**

This book explains how to use the well-known Baldrige Criteria as a road map for performance improvement efforts. It uses many examples to illustrate how the criteria have driven successful quality improvement efforts.

**Key Features:**
- Describes an integrated approach to performance management
- Includes case studies and examples to illustrate quality techniques
- Emphasizes the importance of leadership in achieving quality goals
- Provides key points, reflections, and self assessments that can be used to stimulate classroom discussion

**Instructor Resources:** Case studies, discussion questions, exercises, and PowerPoint slides.

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**WINNER OF THE ACHE HAMILTON BOOK OF THE YEAR AWARD!**

The Baldrige Criteria are essential for teaching performance improvement in healthcare.
Robert Barry, PhD; Amy C. Murcko, APRN; and Clifford E. Brubaker, PhD

THE SIX SIGMA BOOK FOR HEALTHCARE: IMPROVING OUTCOMES BY REDUCING ERRORS

This book provides a clear explanation of what Six Sigma is, how it works, and how it can be applied to healthcare management.

Key Features:
- Includes 20 cases that provide students with practice applying the Six Sigma theories presented
- Contains clear, practical material written in a jargon-free style

Instructor Resources: Access to online teaching and learning tools, including lists of data for working through the book’s cases, sample spreadsheets showing additional detail about the examples used in the book, and tools for presenting results in a PowerPoint format.

Avedis Donabedian, MD, HFACHE

EXPLORATIONS IN QUALITY ASSESSMENT AND MONITORING: THE DEFINITION OF QUALITY AND APPROACHES TO ITS ASSESSMENT

A classic is reborn. This timeless book, originally published 30 years ago, provides a sound basis for understanding the concept of healthcare quality. It covers the definition of quality and basic approaches to how it is assessed.


Elizabeth R. Ransom, MD; Maulik S. Joshi, DrPH; David B. Nash, MD; and Scott B. Ransom, DO, FACHE, Editors

THE HEALTHCARE QUALITY BOOK: VISION, STRATEGY, AND TOOLS, SECOND EDITION

This comprehensive book on healthcare quality features the most current information on quality issues, tools, and strategies. The editors have assembled a nationally prominent group of contributors to provide the best available thinking in quality improvement.

This edition includes new and expanded coverage of:
- Standards in healthcare quality
- Tools, models, and strategies of quality improvement
- Development of a quality measurement approach that includes data collection planning, data analysis, and statistical process control methods
- Leadership and strategic planning for quality, including its institutionalization and sustainability
- Techniques for creating an organizational culture that fosters quality

Instructor Resources: Answers to discussion questions and PowerPoint slides.
NEW EDITION AVAILABLE IN 2013!

Lisa I. Iezzoni, MD, Editor

RISK ADJUSTMENT FOR MEASURING HEALTHCARE OUTCOMES, FOURTH EDITION

Like its predecessors, the fourth edition of Risk Adjustment for Measuring Healthcare Outcomes presents the fundamental principles and concepts of risk adjustment for comparing outcomes of care and explains why risk adjustment is a critical tool for measuring quality and setting reimbursement rates. This book is a comprehensive guide to the issues raised by risk adjustment, including the pros and cons of different data sources, the validity and reliability of risk adjustment methods, the effects of various statistical modeling approaches, and concerns relating to special populations.

Key Features:
- A new chapter on the role of risk adjustment in managing healthcare organizations
- New information on risk factors, including genetics and social and environmental determinants of health
- Perspectives on electronic health records and new health information technologies
- Explanations of new statistical methods for comparing provider outcomes and their implications for risk adjustment

NEW EDITION AVAILABLE SUMMER 2012!

Lu Ann Aday, PhD; Charles E. Begley, PhD; David R. Lairson, PhD; and Rajesh Balkrishnan, PhD

EVALUATING THE HEALTHCARE SYSTEM: EFFECTIVENESS, EFFICIENCY, AND EQUITY, THIRD EDITION

This book defines and illustrates the measurement and relevance of effectiveness, efficiency, and equity as criteria for evaluating healthcare system performance. Integrates theories, issues, approaches, and methods of health services research, providing an excellent framework for understanding and evaluating healthcare systems and change. Also explores the roles of health services and public health research and policy in improving the health of individuals and communities.

Key Features:
- Presents a framework for applying health services research to policy analysis
- Illustrates a broader view of health services research
- Weaves a breast cancer example throughout the text to provide an integrative look at how healthcare services affect community and individual well-being
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Bruce J. Fried, PhD, and Laura M. Gaydos, PhD, Editors

WORLD HEALTH SYSTEMS: CHALLENGES AND PERSPECTIVES, SECOND EDITION

World Health Systems: Challenges and Perspectives, Second Edition focuses on the realities of 25 health systems around the world. The chapters are written by a representative of each country, who gives readers a first-hand glimpse at the country’s health system and the health status.

Six introductory chapters provide a framework to help you understand key concepts applicable to all health systems. New chapters focus on defining a health system, health system strengthening, health system regulation, and the politics of health system reform.

With discussions of infrastructures as diverse as those found in Japan, Brazil, and Kenya, the authors profile each country’s health system organization, current and emerging health policy issues, cost and financing of healthcare, health resources and delivery, and future health outlook.

Phoebe Lindsey Barton, PhD

UNDERSTANDING THE US HEALTH SERVICES SYSTEM, FOURTH EDITION

This book provides a straightforward explanation of the complex health services system. It explains the basic concepts and current issues to clarify how the US health services system is organized, managed, and financed. This edition addresses the many changes happening in the US healthcare system and updates data and statistics so readers can understand and discuss the current issues.

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- A new focus on the quality-of-care debate and pay-for-performance incentives
- New requirements for not-for-profit hospitals to report services provided to validate their tax status
- An update on managed care and how universal coverage could change payment and delivery
- Updated information on biomedical research and the debate on whether the United States will remain a leader in this effort
- A newly created master bibliography in the back matter
- Updated glossary and acronym list

Instructor Resources: Discussion questions, group exercises, links to websites, PowerPoint slides, and a test bank.

An AUPHA/HAP book
Hardbound, approx. 500 pp, June 2012

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The books in this section focus on timely topics and present practical strategies for busy healthcare executives. They also provide an excellent source of recommended reading for students. These books are ideal for classroom use because they provide additional knowledge from the field of health administration.

**QUALITY**

**ACCOUNTABLE CARE ORGANIZATIONS:** Your Guide to Strategy, Design, and Implementation
Marc A. Bard, MD, and Mike Nugent

**GOING LEAN:** Busting Barriers to Patient Flow
Amy C. Smith; Robert Barry, PhD; and Clifford E. Brubaker, PhD

**GOING LEAN:** Busting Barriers to Patient Flow
Jon B. Christianson, PhD; Michael D. Finch, PhD; Barbara Findlay, RN; Wayne B. Jonas, MD; and Christine Goertz Choate, DC, PhD

**LEADERSHIP FOR SMOOTH PATIENT FLOW:** Improved Outcomes, Improved Service, Improved Bottom Line
Kirk B. Jensen, MD, FACEP; Thom A. Mayer, MD, FACEP, FAAP; Shari J. Welch, MD, FACEP; and Carol Haraden, PhD, FACEP

**REINVENTING THE PATIENT EXPERIENCE:** Strategies for Hospital Leaders
Irwin Press, PhD

**PATIENT SATISFACTION:** Understanding and Managing the Experience of Care, Second Edition
Michael D. Leonard, MD; Allan Frankel, MD; and Terri Simmonds, CPHQ, RN; with Kathleen Vega

**ACHIEVING SAFE AND RELIABLE HEALTHCARE:** Strategies and Solutions
John Black with David Miller

This series of four books is designed to share innovations in patient care.

**10 POWERFUL IDEAS FOR IMPROVING PATIENT CARE, BOOK 4**
Maureen A. Bisognano and James Conway, FACHE(R), with Dan Schummers

**10 POWERFUL IDEAS FOR IMPROVING PATIENT CARE, BOOK 3**
Maureen A. Bisognano and Robert C. Lloyd, PhD, with Dan Schummers

**10 MORE POWERFUL IDEAS FOR IMPROVING PATIENT CARE**
Maureen A. Bisognano and Paul E. Plsek, with Dan Schummers

**10 POWERFUL IDEAS FOR IMPROVING PATIENT CARE**
James L. Reinertsen, MD, and Wim Schellekens, MD

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RECOMMENDED READING

For description and pricing information please visit ache.org/hap

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TEXTS ARE IDEAL FOR LEARNING THEORY AND THE BASICS OF HEALTHCARE MANAGEMENT, BUT WHERE DO YOU GO FOR INFORMATION ON CURRENT TRENDS?

**JOURNALS**

**RECOMMENDED READING**

**JOURNAL OF HEALTHCARE MANAGEMENT**

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Editor: Margaret F. Schulte, DBA, FACHE, Northwestern University

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Jason H. Sussman, CPA, FACHE

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Michael E. Rindler

**FINANCIAL STRATEGY FOR MANAGED CARE ORGANIZATIONS: Rate Setting, Risk Adjustment, and Competitive Advantage**

Charles William Wrightson, Jr., PhD

**LEADERSHIP**

**LEADERSHIP’S DEEPER DIMENSIONS**: Building Blocks to Superior Performance

Tom Atchison, EdD

**LEADING OTHERS, MANAGING YOURSELF**

Peter McGinn, PhD

**FOLLOWERSHIP: A Practical Guide to Aligning Leaders and Followers**

Tom Atchison, EdD
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