

PREFACE TO THE NINTH EDITION

H*Health Services Management: Readings, Cases, and Commentary* is distinctive in its overview of management and organizational behavior theory. The book is organized in a framework that begins with those parts of work over which managers have the greatest control—the manager himself or herself and control systems—then extends to cover parts of the work over which managers have a good deal of control (at least over the short run)—organizational design and professional integration—and concludes with those parts of the work over which managers have less control—adaptation, including implementation of strategy, and accountability to interests that supply the organization with resources. Throughout there is an emphasis on the case method approach to teaching healthcare management.

The cases take place in a variety of organizations, including a faculty practice, a neighborhood health center, a small rural hospital, an HMO, a multi-hospital health system, a medical group, an academic medical center, a home health organization, a visiting nurse association, and a number of community hospitals.

An instructor's manual is available on-line that includes suggested syllabi, approaches for discussing several topics in each part—for example, on the role of the manager, suggested topics include history of the manager's role in healthcare, organizational settings here and abroad, and career planning for managers in health care—and teaching notes for the case studies, the great majority of which have been classroom-tested. For information to access the on-line instructor's materials, please email HAPI@ache.org.

We wrote and edited *Health Services Management: Readings, Cases, and Commentary* with the idea that it will be used as a stand-alone textbook, but it can also be used as a complement to other textbooks. For this edition, we have again presented a single textbook of readings, cases, and commentary, for the following reasons: (1) less expense for the student; (2) facilitation of course use of other textbooks; and (3) availability of the readings on the Internet, which means they don't have to be included in the textbook (although we include at least one reading for each of the text's six parts). A

note for students on how to retrieve journal articles through the Internet is included in the text. This book can still be viewed as a casebook, but also includes suggested readings.

Some things have not changed through the nine editions of this text (this is now the 30th year of writing these books). The first has been the desire to have readings that build on good evidence rather than just opinion. At first, this goal was hard to achieve because of the thinness of the literature. Now it is hard to choose among many good papers. Second has been our goal to link theory with practice; to build a bridge between the social science literature and the actual work of improvement. Third, the text has always been divided into six sections—the role of the manager, control, organizational design, professional integration, adaptability, and accountability—each with a commentary.

We welcome dialogue with our readers, and can be reached via e-mail at:

Anthony R Kovner	anthony.kovner@nyu.edu
Ann Scheck McAlearney	mcalearney.1@osu.edu
Duncan Neuhauser	duncan.neuhauser@case.edu