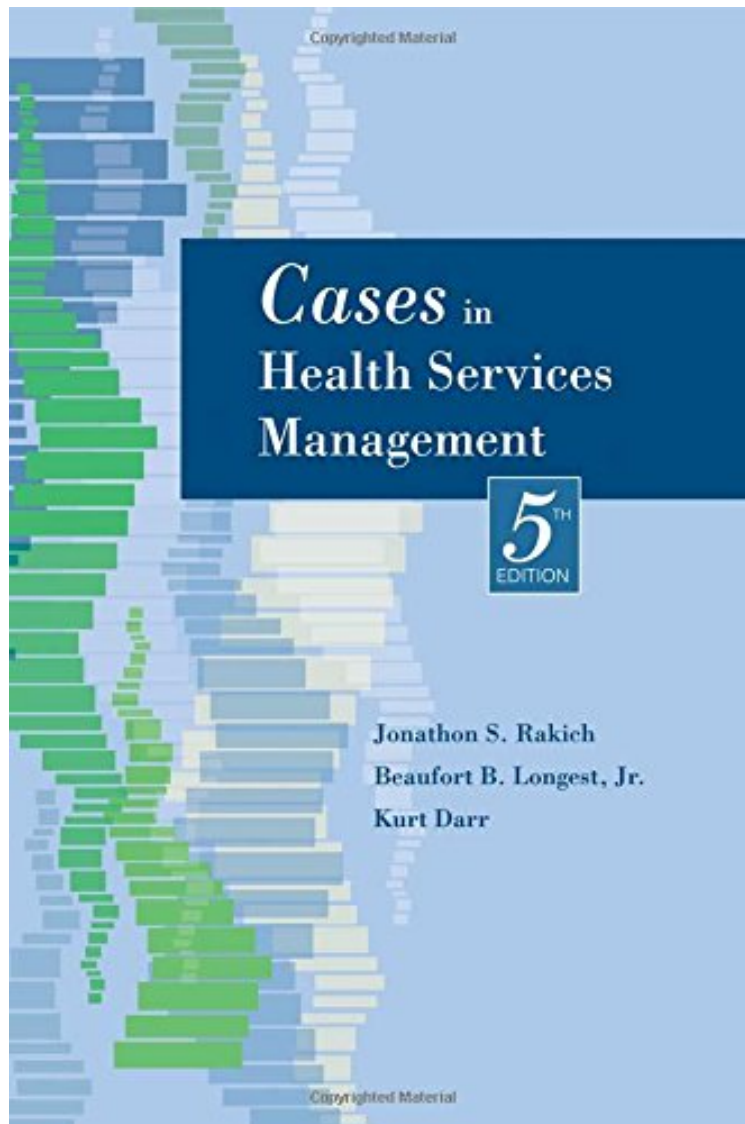


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Cases in Health Services Management, Fifth Edition

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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.

Intended for graduate students preparing to become managers or administrators in health service organizations, this volume helps hone their problem-solving skills by working through details of real-world cases. Providing a framework for decision-making and debate, 28 chapters discuss issues relating to public policy, strategic management, the medical staff, administration and governance, resource utilization, and organizational dynamics. There is no index. The fifth edition adds ten cases on the cost of drug-eluting stents, flu vaccine shortages, Santorini Hospital, and ethics. --Book News, Inc. 2010-06-09

About the Author Dr. Rakich received his master of business administration from the University of Michigan-Ann Arbor and his doctorate from Saint Louis University. His university instructional areas are strategic management and health services administration. During his 36 year teaching career, Dr. Rakich has coauthored 3 books in 12 editions, 40 journal articles (including those in *Health Care Financing*, *Health Care Management*, *Hospital Health Services Administration*, *Journal of Health Society Policy*, and *Hospital Topics*), and 35 conference proceedings and professional papers. Professor Rakich has been awarded a postdoctoral federal faculty fellowship with the U.S. Department of Health and Human Services and has served on the board of trustees of a home health agency and health systems agency. During academic sabbaticals, he served an administrative residency at Summa Health System and conducted on-site research of the Canadian health care system. Professor Rakich is a member of the Academy of Management, the Association for Health Services Research, and the Decision Sciences Institute. He holds personal membership in the Association of University Programs in Health Administration and is a faculty affiliate of the American College of Healthcare Executives. Professor Rakich is Distinguished Professor Emeritus of Management and Health Services Administration at the University of Akron, where he taught from 1972 to 1999. During that period he held administrative positions as Director of Graduate Programs in Business, Director of Executive Development Programs, and Coordinator of the MBA-Health Services Administration option program.

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