

Cases in Health Care Management

SECOND EDITION



JONES & BARTLETT
LEARNING

Cases in Health Care Management

SECOND EDITION

Sharon B. Buchbinder, RN, PhD

Professor and Program Director
MS in Healthcare Management
Dean, Brown School of Business and Leadership
Stevenson University
Owings Mills, Maryland

Nancy H. Shanks, PhD

Emeritus Professor
Department of Health Professions
Health Care Management Program
Metropolitan State University of Denver
Denver, Colorado

Dale Buchbinder, MD, FACS

Clinical Professor of Surgery
The University of Maryland Medical School
Baltimore, Maryland

Bobbie Kite, PhD, MHS

Professor and Director of Healthcare Programming
Associate Dean of Academic Operations and Affairs
MS in Healthcare Management and Health Informatics Programs
University College, University of Denver
Denver, Colorado



JONES & BARTLETT
LEARNING



World Headquarters
Jones & Bartlett Learning
25 Mall Road
Burlington, MA 01803
978-443-5000
info@jblearning.com
www.jblearning.com

Jones & Bartlett Learning books and products are available through most bookstores and online booksellers. To contact Jones & Bartlett Learning directly, call 800-832-0034, fax 978-443-8000, or visit our website, www.jblearning.com.

Substantial discounts on bulk quantities of Jones & Bartlett Learning publications are available to corporations, professional associations, and other qualified organizations. For details and specific discount information, contact the special sales department at Jones & Bartlett Learning via the above contact information or send an email to specialsales@jblearning.com.

Copyright © 2023 by Jones & Bartlett Learning, LLC, an Ascend Learning Company

All rights reserved. No part of the material protected by this copyright may be reproduced or utilized in any form, electronic or mechanical, including photocopying, recording, or by any information storage and retrieval system, without written permission from the copyright owner.

The content, statements, views, and opinions herein are the sole expression of the respective authors and not that of Jones & Bartlett Learning, LLC. Reference herein to any specific commercial product, process, or service by trade name, trademark, manufacturer, or otherwise does not constitute or imply its endorsement or recommendation by Jones & Bartlett Learning, LLC and such reference shall not be used for advertising or product endorsement purposes. All trademarks displayed are the trademarks of the parties noted herein. *Cases in Health Care Management, Second Edition* is an independent publication and has not been authorized, sponsored, or otherwise approved by the owners of the trademarks or service marks referenced in this product.

There may be images in this book that feature models; these models do not necessarily endorse, represent, or participate in the activities represented in the images. Any screenshots in this product are for educational and instructive purposes only. Any individuals and scenarios featured in the case studies throughout this product may be real or fictitious but are used for instructional purposes only.

53751-2

Production Credits

Vice President, Product Management: Marisa R. Urbano
Vice President, Content Strategy and Implementation: Christine Emerton
Director, Product Management: Matthew Kane
Product Manager: Sophie Fleck Teague
Director, Content Management: Donna Gridley
Content Strategist: Tess Sackmann
Director, Project Management and Content Services: Karen Scott
Manager, Program Management: Kristen Rogers
Program Manager: Alex Schab
Senior Digital Project Specialist: Angela Dooley
Senior Marketing Manager: Susanne Walker

Content Services Manager: Colleen Lamy
Vice President, Manufacturing and Inventory Control: Therese Connell
Product Fulfillment Manager: Wendy Kilborn
Composition: Straive
Cover Design: Michael O'Donnell
Text Design: Michael O'Donnell
Media Development Editor: Faith Brosnan
Rights & Permissions Manager: John Rusk
Rights Specialist: James Fortney
Cover Image (Title Page, Part Opener, Chapter Opener): © Willyam Bradberry/Shutterstock
Printing and Binding: McNaughton & Gunn

Library of Congress Cataloging-in-Publication Data

LCCN 2022013916

6048

Printed in the United States of America
26 25 24 23 22 10 9 8 7 6 5 4 3 2 1



Contents

Foreword xv
Preface xvii
Acknowledgments xxi
About the Authors xxiii
Contributors xxv

PART 1 Leadership 1

CASE 1 Should a Leader Disclose Impending Layoffs? 3
Jenn Block

CASE 2 Managing Nurse and Leadership Relationships 5
Amanda M. Carlson

CASE 3 The Simplest Things. 7
Bobbie kite

CASE 4 COVID-19 Related Delays in Care for Cancer 9
Marguerite McDowell

CASE 5 Crisis of Care: When Your Front Line Disappears . . 13
Kelly Niles-Yokum and Suzanne Beaumaster

CASE 6 Why Are the Expectations Different? 17
Monika Piccardi and Corinne Piccardi

CASE 7 There Is a New Owner at Our Hospital 19
Louis Rubino

**CASE 8 Between a Rock and a Hard Place: Overcoming
Poor Leadership 23**
Tiffany Stockebrand

CASE 9 Aligning Construction Projects with Lean Design . . 27
Jeffrey Weide

CASE 10 Leading Projects for Population Health with a Cross-Functional Team 31
Jeffrey Weide

CASE 11 Speak Up Safely 35
Audrey Williams and Shirley Knelly

PART 2 Management/Customer Service 37

CASE 12 The Sudden Shift in Volume 39
Ben Barton

CASE 13 How Important Is a Problem List? 41
Jenn Block

CASE 14 Service Dogs as a New Presence in Ambulatory Clinics 43
Jenn Block

CASE 15 Telehealth in a Rural Clinic 47
Jenn Block

CASE 16 Big Brother Is Watching: Part I 49
Sharon B. Buchbinder

CASE 17 Big Brother Is Watching: Part II 51
Sharon B. Buchbinder

CASE 18 Pay Before You Park! 53
Sharon B. Buchbinder

CASE 19 The Awful Allergist 55
Sharon B. Buchbinder

CASE 20 The Super Stressful Stress Test 57
Sharon B. Buchbinder

CASE 21 Who Will Care for the Caregivers? 59
Sharon B. Buchbinder

CASE 22 Dr. Oldschool Is Thinking of Quitting 61
Suzana D. Deng

CASE 23 Management of Morale: Turbulent Times at Tree Star Health63
Anna B. Kayes

CASE 24 Loyalty in the Health Care Delivery System67
Bobbie Kite

CASE 25 Tele-NO69
Matthias Ojo

CASE 26 Data Analytics in an Academic Medical Center .. 71
Rachel Rogers

CASE 27 Dr. Neighsayer.....73
Nancy H. Shanks

CASE 28 The Patient Experience: Medication Side Effects..75
Audrey Williams and Samantha Read

CASE 29 A Small Hospital Prepares for a Surge of Patients During a Pandemic77
Lauren Zidovsky

PART 3 Quality/Patient Safety 81

CASE 30 SnappyQuikMedCare: Part I.....83
Sharon B. Buchbinder

CASE 31 SnappyQuikMedCare: Part II87
Sharon B. Buchbinder

CASE 32 SnappyQuikMedCare: Part III..... 91
Sharon B. Buchbinder

CASE 33 The Infusion Center at Mordant Medical Center: Part I93
Sharon B. Buchbinder

CASE 34 The Infusion Center at Mordant Medical Center: Part II.....95
Sharon B. Buchbinder

**CASE 35 The Infusion Center at Mordant Medical Center:
Part III97**
Sharon B. Buchbinder

CASE 36 To Tell the Truth99
Carolyn L. Candiello

**CASE 37 Patient Safety and Goal Setting in a Research
Hospital..... 101**
D. Christopher Kayes, David Stockwell, and Eric J. Thomas

CASE 38 Aww, That’s So Sad for You 105
Bobbie Kite

CASE 39 Dying Enough for Hospice 107
Bobbie Kite

CASE 40 Half Dead Pancreas: Part I..... 109
Bobbie Kite

CASE 41 Half Dead Pancreas: Part II..... 111
Bobbie Kite

CASE 42 Half Dead Pancreas: Part III..... 113
Bobbie Kite

CASE 43 The Deep Freeze in the Deep South 115
Bobbie Kite

CASE 44 You Should Have Been Crying 117
Bobbie Kite

CASE 45 A Gut Feeling..... 119
Matthias Ojo

**CASE 46 Lack of Coordination in the Pediatric Intensive
Care Unit..... 123**
Tolulope Oyewumi

PART 4 Finance 125

CASE 47 To Hold or Not to Hold?..... 127
Jenn Block

CASE 48 A Problem to Be Solved: Meeting Metrics the Right Way, Leading and Lagging Indicators 131
Robert Casanova

CASE 49 The Eager New Speech Pathologist 133
Sarah Hess and Kristen Dugan

CASE 50 Do This or You'll Die. 137
Bobbie Kite

CASE 51 The \$4,000 Eye Exam. 139
Bobbie Kite

CASE 52 Lean Methodology 143
Nichole Marksbury

CASE 53 Helping Patients Keep the Lights On: Issues in Bariatric Care, Part I. 147
Jane H. Schulze

CASE 54 Ethical Medical Necessity Billing Practices: Issues in Bariatric Care, Part II. 149
Jane H. Schulze

CASE 55 Risks in Detecting Fraudulent Financial Statements. 153
Charisse F. Wernecke

PART 5 Health Care Professionals/Human Resources

157

CASE 56 Give Us Scope!. 159
Jenn Block

CASE 57 Is Ignorance an Excuse? – 161
Jenn Block

CASE 58 To Standardize or Not to Standardize? 165
Jenn Block

CASE 59 SRH Is the Place to Be! 167
Susan Casciani

CASE 60 Simone's First Assignment 171

Laura M. FrickeR

CASE 61 Adding Mental Health Benefits?..... 175

Nancy H. Shanks

CASE 62 Impacts of Requiring Staff Vaccination 177

Nancy H. Shanks

PART 6 Health Disparities/Cultural Competence 181

CASE 63 Collection of RELP Data in Ambulatory Clinics .. 183

Jenn Block

CASE 64 Cultural Competence in Telehealth 185

Jenn Block

CASE 65 Hidden Disabilities and Patient Terminations Within Ambulatory Clinics 187

Jenn Block

CASE 66 Mosquito Bitten: Part I 191

Sharon B. Buchbinder

CASE 67 Mosquito Bitten: Part II..... 195

Sharon B. Buchbinder

CASE 68 Where's My Baby?..... 197

Sharon B. Buchbinder

CASE 69 Addressing Racial Disparities in Infant Mortality .199

Christina Cottrell

CASE 70 Sinus Infection or Chest Exam? 201

Bobbie Kite

CASE 71 Conflict of Interest with LGBTQ Patient203

Allison O'Grady

CASE 72 It's Not Just the Music205

Monika Piccardi

CASE 73 These Boots Were Not Made for Running207
Madison Price

CASE 74 How Cute, Are They Adopted? 211
Rachel Rogers

CASE 75 No Animal Products in My Medicine Please. . . . 213
Rachel Rogers

CASE 76 Celebration Gone Wrong? 217
Nancy H. Shanks

CASE 77 Diversity Disaster for a New Employee. 219
Nancy H. Shanks

PART 7 Ethics/Law/Conflict of Interest 221

CASE 78 Should I Ignore What I Have Seen? 223
Jenn Block

CASE 79 A Missed Cancer Diagnosis 225
Dale Buchbinder

CASE 80 It's a Private Group Chat. 227
Kevin M. Bush, Jr

CASE 81 Social Media Use and Abuse in Health Care 229
Katherine Corchary

CASE 82 Surprise MRI 231
Bobbie Kite

**CASE 83 Telehealth Trouble: Follow the Law? Or Do
 What's Best for the Patient? 233**
Boyd Loehr

**CASE 84 Interprofessional Disconnection at a Mental
 Health Facility 237**
Jihan Mahmoud

CASE 85 Medical Equipment and Adverse Drug Events . . 241
Marguerite McDowell

CASE 86 Has Dr. Traveler Abandoned Patients? Part I . . .243

Nancy H. Shanks

CASE 87 Has Dr. Traveler Abandoned Patients? Part II . . .245

Nancy H. Shanks

CASE 88 Has Dr. Traveler Abandoned Patients? Part III . . .247

Nancy H. Shanks

CASE 89 How Did My Patient Get to This Unit?249

Nancy H. Shanks

CASE 90 Why Were the Paramedics Charged? 251

Nancy H. Shanks

CASE 91 The Butterfly Case253

Gregory James Smith

PART 8 Crossing the Line/Fraud **255**

CASE 92 Malady or Malingerer?257

Dale Buchbinder

CASE 93 A Gun in the ED.259

Sharon B. Buchbinder

CASE 94 I'm Calling About Your Test Results 261

Sharon B. Buchbinder

CASE 95 Patient Dumping263

Christina Cottrell

CASE 96 Effective Communication During Difficult Times265

Stephen Duarte

CASE 97 Asking to Make Someone Dead 271

Sarah Hess and Kristen Dugan

CASE 98 Cheating the Government: Medicare Fraud . . .275

Madison Price

PART 9 Health Policy**279****CASE 99 How Do I Do This? 281***Monika Piccardi***CASE 100 An Exercise in Comparing Health Systems:
Spain 283***Nancy K. Sayre***CASE 101 Medicaid After the Pandemic..... 287***Nancy H. Shanks***CASE 102 Never Give Up on ACA Repeal 289***Nancy H. Shanks***Appendix A Health Care Management Case Studies and
Guidelines..... 291***Sharon B. Buchbinder, Donna M. Cox, and Susan Casciani***Index 299**



Foreword

As a health care executive for over 30 years, I experienced uncertainty nearly every day. I often sat with colleagues reflecting on those experiences and opining about the whys and ways to mitigate them next time. In many cases, we scratched our heads, struggling to find root causes, protocol breakdowns, and human error leading to each incident.

In the U.S., medical errors are the third-leading cause of death after heart disease and cancer. Most are system related, due to staffing shortages, technology failures, and the like. For me, the most challenging issues involved human error. These errors take a toll on patients' families and care providers alike.

Despite the challenges, health care is the most rewarding career I can imagine. Healthcare workers impact lives every day. They offer care and hope to the community and compassion to those afflicted. We are blessed to be part of a healthcare environment that incorporates technology, law, spirituality, inventiveness, ethics, epidemiology, and inclusiveness. We have a sacred trust to do what is right each day and must acknowledge the importance of our work and prepare exceptionally. Helping others lead a meaningful life is our mission.

Health care offers amazing opportunities across a wide variety of professions. In addition to roles you have come to expect, like physicians and nurses, it also offers positions you would typically see in traditional corporate structures, like accounting, information technology, marketing, sales, and human resources. And some you would not expect, like physicists, dosimetrists, linear accelerator technicians, data scientists, and even clergy.

Healthcare expenditures in the U.S. represent nearly 18% of the Gross Domestic Product, or \$3.6 trillion. Of that, hospital care expenditures are 32.7%; physician and clinical services, 19.9%; and prescription drugs, 9.2%. Another 4.6% goes to nursing care facilities and retirement communities. With so many lives and so much money at stake, it is imperative that managers and leaders run healthcare facilities as efficiently as possible, while delivering superior clinical outcomes.

Cases in Health Care Management, Second Edition, offers a real-world glimpse into the vast, ever changing healthcare environment. Instead of focusing solely on theory, case studies explore the experiences, practices, and daily operations of best-in-class organizations, along with pulling back the curtain on the organizational and personal practices that failed. Students actively engage in figuring out the principles of healthcare theory by abstracting them from examples. Case studies simplify complex concepts by presenting real life situations that would be nearly impossible to replicate in a classroom environment.

Healthcare managers and leaders must be prepared for the unexpected. For instance, how do you move patients from a storm ravaged facility to a safer environment? What is the impact of an active shooter incident on the healthcare system?

How do honesty and integrity play a role in the physician/patient contract? And what is the ethical argument for ensuring all citizens are protected from pandemics and epidemics? No two events are the same. Many of these we are convinced could never happen to us, yet they are the very issues we will encounter.

The cases presented in this book will challenge your skills in analysis, problem solving, decision making, and your ability to cope with ambiguity. I believe it is time well spent because these are precisely the skills needed to be an effective healthcare manager and leader. Take time to reflect and learn. Be honest with yourself and your colleagues as you experience the issues along the way. Unfortunately, we do more learning from those issues we may not fully understand or miss on our first review. Consider it a blessing and an opportunity for your growth.

Thank you for continuing your journey and accepting this sacred trust. All the best!

Kenneth Feiler, MA
Retired President and CEO of Rose Medical Center
Denver, CO
Adjunct Faculty, Healthcare Management
University of Denver
Denver, CO



Preface

The idea for *Cases in Health Care Management* came about 10 years ago just after Sharon and Nancy completed the second edition of *Introduction to Health Care Management*. Little compares with the elation authors feel when they hold their new “baby” in their hands. We marveled at its beautiful cover and gloried in the expanded case study section. Every instructor we had ever spoken to begged us for more case studies in that text. As we looked at the 106 pages of 35 case studies, it occurred to us that while this was an abundance of cases to include in an introductory textbook, many instructors wanted a case study book to accompany different courses and textbooks, not just one course. At that moment, while high on the buzz of a new book, and still drinking coffee, we decided what we really needed to do next was an *entire* book of case studies. Questions percolated in our conversation: Who would write the cases? How many should we have? What should they cover? What settings should they take place in?

We had lots of stories to tell that would help to create excellent teaching/learning experiences. A surgeon and department chair, Dale Buchbinder was excited at the prospect of offering his clinical and administrative experiences to a new generation of clinical and administrative health care managers. Colleagues, friends, and even family members had stories and teachable moments they wanted to share. Another phone call to our publisher, Mike Brown, encouraged us to write a proposal for the new book. He suggested 50 cases would be a suitable number. Originally conceived as a combination of the existing cases from our second edition and a few new ones, it was Dale who pressed for 100% new cases. After much thought and debate about who would write on what topics and how to organize the book, we decided to include at least 100 new cases that were value-added to the health care management literature: we produced 101.

That first edition turned out to not be enough. Over time we realized that, with the changes in health care and the world, new cases were needed. What you now hold in your hands is a second edition of our cases book containing 102 never before published cases in health care management, a virtual buffet of short stories of thought-provoking health care management scenarios that will engage students and instructors alike.

Bobbie collaborated with us on the fourth edition of our *Introduction to Health Care Management* textbook. Because that collaboration was so successful, we invited her to join our writing and editing team on this book, too. She brings new perspective and content areas that make this second edition even better.

Whether your institution is a traditional “bricks and mortar” school or a fully online one, *Cases in Health Care Management* is formatted for your ease of use and adoption, not just for one course, but for an entire curriculum. Instructors of

management, law, ethics, human resources, finance, leadership, and other courses will find an array of up-to-date cases from which to choose. With a history of publishing books together and listening to our readers and instructors about what did or did not work in the classrooms and online, we created this book to be student and professor friendly. In addition, we were ever mindful of diversity, equity, and inclusion as we wrote and edited each case study. We are grateful to all our authors for their insightful, well-written, thought-provoking case studies.

As with our other publications, this textbook will be useful to a wide variety of students and programs. Undergraduate students in health care management, nursing, public health, human services, family studies, and allied health programs will find the writing to be engaging. Students in graduate and professional programs in discipline-specific areas, such as business administration, law, medicine, nursing, pharmacy, occupational therapy, public administration, and public health will find the materials both theory based and readily applicable to real-world settings. In particular, many scenarios reflect problems that clinician managers will confront in their day-to-day activities.

With over eight decades of combined experience in higher education, we know that first and foremost, teaching/learning is *not* a solo sport; it is a team effort—a *contact* sport. There must be a give and take between the students and the instructors for deep learning to take place. This text uses active learning methods to achieve this goal. Along with lively writing and the use of creative writing and fiction techniques to pull readers into the story, this book provides fresh, provocative, real-world scenarios for students to analyze and critique.

Cultural competency is a critical component to the delivery of health care and is a crucial part of providing diversity, equity, and inclusion (DEI). One way we incorporated cultural competency and DEI throughout the book was to ask the readers to keep three topics in mind as they review each case or instructor guide. The first is to pay attention to any assumptions they may be drawing on in terms of race, ethnicity, gender or gender identity, sexual orientation, socioeconomic status, culture, or any other protected classes. The second is to ask whether these assumptions are related to the individual/staff level, the clinical or program level, or the organizational or administrative level. Many times, we draw on these assumptions and they unintentionally influence our actions. Lastly, we ask that readers think about how these assumptions impact cultural awareness, cultural knowledge, behaviors, and/or skill development. Cultural competency is an evolving skill for everyone, and we intentionally increased the focus on DEI throughout the book through this framework. Cases that are especially focused on cultural competency have dedicated discussion questions included to further examine these topics.

Cases are organized into nine content areas: Leadership, Management/Customer Service, Quality/Patient Safety, Finance, Health Care Professionals/Human Resources, Health Disparities/Cultural Competence, Ethics/Law/Conflict of Interest, Crossing the Line/Crime/Fraud, and Health Policy. As clinicians and health care managers who live and breathe these scenarios, we purposely chose content areas that reflect flashpoints in health care management.

Specifically, *Cases in Health Care Management* contains:

- One hundred two brand new, cutting-edge cases written by experts in the field.
- A new matrix provided as part of a separate instructor resource package* that highlights topic areas related to each case is available online. The matrix also includes:

- Complexity scores for each case to determine the audience for whom it is best suited;
 - A chart showing the distribution of cases by complexity scores to assist instructors with selecting cases for their students; and,
 - Trigger warnings to identify cases with content that may cause negative reactions for readers.
- Discussion questions for each case.
 - Additional resources to assist students with exploring the content of the case.
 - Case study guidelines and instructions, with rubrics for evaluation of student performance in Appendix A.
 - Instructors' case study guides to facilitate class and online discussions are available from the publisher.*

Never underestimate the power of a good cup of joe—or the thrill of holding a new book in your hands. We hope you enjoy this text as much as we enjoyed writing and editing it. As always, our wishes for you are as follows: may your classroom and online discussions be filled with active learning experiences, may your teaching be filled with good humor and fun, and may your coffee cup always be full.

Sharon B. Buchbinder, RN, PhD
Nancy H. Shanks, PhD
Dale Buchbinder, MD, FACS
Bobbie Kite, PhD, MHS



Acknowledgments

Cases in Health Care Management is the result of an ongoing process that involved many of the leaders in excellence in undergraduate health care management education. We continue to be deeply grateful to the Association of University Programs in Health Administration (AUPHA) faculty, members, and staff for all the support, both in time and expertise, and in giving us extensive feedback on the first edition of this book and four editions of our textbook, *Introduction to Health Care Management*. One of the most consistent requests we had for all editions of that text was the call for more case studies. In the first edition, we had 15 case studies and rubrics, and were quite proud of that accomplishment. We heard “More, more, more!” The second edition included 35 more cases, and we thought we had really met the needs of instructors and students. (Insert hysterical laughter here.) And yet, we kept hearing the same call for “More, more, more!” which led to the first edition of *Cases in Health Care Management*, a stand-alone textbook of 101 case studies. The first edition was well-received and used by programs all over the world. However, the field of health care management is dynamic, and it was time for a whole new set of case studies to meet the needs of our student. Thus, we offer the second edition of the *Cases in Health Care Management* book to you, our cherished readers. Both editions of *Cases in Health Care Management* can be used not just for one course, but for an entire curriculum in health care management.

In addition to the four co-editors of this text, 43 authors have contributed to this second edition text, making this a one-of-a-kind book. Not only are our contributing authors expert practitioners in their disciplines and research niches, they are also practiced teachers and mentors. As we read each case study, we could hear the voices of each author. It has been a privilege and honor to work with each and every one of them: Ben Barton, Suzanne Beaumaster, Jenn Block, Kevin M. Bush, Jr., Carolyn L. Candiello, Amanda M. Carlson, Robert Casanova, Susan Casciani, Katherine Corchary, Christina Cottrell, Donna M. Cox, Suzana D. Deng, Stephen Duarte, Kristen Dugan, Laura M. Fricker, Sarah Hess, Anna B. Kayes, D. Christopher Kayes, Shirley Knelly, Boyd Loehr, Jihan Mahmoud, Nichole Marksbury, Marguerite McDowell, Kelly Niles-Yokum, Allison O’Grady, Matthias Ojo, Tolulope Oyewumi, Corrine Piccardi, Monika Piccardi, Madison Price, Samantha Read, Rachel Rogers, Louis Rubino, Nancy K. Sayre, Jane H. Schulze, Gregory James Smith, Tiffany Stockebrand, David Stockwell, Eric J. Thomas, Jeffrey Weide, Charisse F. Wernecke, Audrey Williams, and Lauren Zidovsky.

We also appreciate Kenneth Feiler’s kind words in the Foreword, as well as others who have endorsed this new book. And, finally, and never too often, we thank our family and friends, especially Rick Shanks and Casey Kite. Sadly, Rick left us in February 2021 after a long battle with cancer. Both Rick and Casey tolerated long zoom calls about the cases and the creation of this book. Additionally, Casey assisted

xxii Acknowledgments

Bobbie with editing and other work on her cases and reviewed all of the cases for gender neutrality, a huge contribution that was sincerely appreciated. We love you and could not have done this without you.

Authors

Sharon B. Buchbinder, RN, PhD
Dean Brown School of Business and Leadership
Professor and Program Director, MS in Healthcare Management
Stevenson University
Owings Mills, MD

Nancy H. Shanks, PhD
Emeritus Professor
Department of Health Professions
Health Care Management Program
Metropolitan State University of Denver
Denver, CO

Dale Buchbinder, MD, FACS
Clinical Professor of Surgery
The University of Maryland Medical School
Baltimore, MD

Bobbie Kite, PhD, MHS
Professor and Director of Healthcare Programming
MS in Healthcare Management & Health Informatics Programs
Associate Dean for Academic Operations and Affairs
University College
University of Denver
Denver, CO



About the Authors

Sharon B. Buchbinder, RN, PhD

Dr. Buchbinder is now the Dean of the Brown School of Business and Leadership at Stevenson University. A health care management educator with over four decades of progressively responsible experience, Dr. Buchbinder has worked across the entire spectrum of health care from delivery to research and policy to education and training. In addition to her extensive teaching experience in health care management, she has also conducted health care management research, particularly in the areas of health care professionals' job satisfaction and turnover. She is a past Chair of the Board of the Association of University Programs in Health Administration (AUPHA) and presently leads the MS in Healthcare Management Program at Stevenson University in Owings Mills, Maryland. Her most recent notable scholarly achievements include the publication of two best-selling textbooks, *Introduction to Health Care Management*, now in its fourth edition (with Nancy H. Shanks and Bobbie Kite) and *Career Opportunities in Health Care Management: Perspectives from the Field* (with Jon M. Thompson), which won the prestigious Bugbee-Falk Book Award from the AUPHA.

Nancy H. Shanks, PhD

Dr. Shanks has extensive experience working in health care for the last four and a half decades. Starting as a health services researcher and health policy analyst, she later served as the Executive Director of a health care foundation. During the last 20+ years, she has been a health care administration educator at Metropolitan State University of Denver, where she taught a variety of undergraduate courses in health services management, organization, research, human resources management, strategic management, and law. She retired in 2011 after serving as the Health Care Management Program Coordinator for 14 years and as Chair of the Department of Health Professions for 7 years. Dr. Shanks holds the title of Emeritus Professor of Health Care Management and taught online as an affiliate faculty member at the University for another 6 years. Dr. Shanks's research interests have focused on health policy issues, such as providing access to health care for the uninsured.

Dale Buchbinder, MD, FACS

Dr. Buchbinder is a retired Vascular and Endovascular Surgeon and Clinical Professor of Surgery at The University of Maryland Medical School in Baltimore, Maryland. Dr. Buchbinder served as Chair of Surgery for 18 years at the Greater Baltimore Medical Center (GBMC) and as Chairman of the Department of Surgery at Good Samaritan Hospital for 9 years. He also served as GBMC's Medical Director of Inpatient Surgical Services and Medical Director of the GBMC Wound Care Center. His experience as a physician leader and manager in two major community hospitals in Baltimore is augmented by his time spent as Professor and Vice Chair of the

Department of Surgery at the Chicago Medical School in North Chicago, Illinois. Dr. Buchbinder was elected to several surgical societies including the American College of Surgeons and the Society for Clinical Vascular Surgery. He is a Distinguished Fellow of the Society for Vascular Surgery, Past-President of the Baltimore Academy of Surgery, and Past-President of the Maryland Chapter of the American College of Surgeons.

Bobbie Kite, PhD, MHS

Dr. Kite is currently the Associate Dean of Academic Affairs, the Director of the Healthcare Programming including the Healthcare Management and Health Informatics programs, and a Professor at the University of Denver. Prior to the University of Denver, Dr. Kite was at The Ohio State University Wexner Medical Center, where she served as a postdoctoral fellow for the National Library of Medicine and then as a Clinical Assistant Professor in the field of Biomedical Informatics and a consultant with The Ohio State University Health Plan. With an avid interest in teaching, community collaboration, and research, Dr. Kite has a passion for teaching and maintains her research focused on population health. Before entering the field of biomedical informatics, Dr. Kite earned her doctorate degree in Public Health from the University of Texas Health Science Center, with minors in epidemiology and health policy. She also holds a Master's in Health Science with a focus on emergency and disaster management.



Contributors

Ben Barton, BSN, RN, OCN

Clinical Nurse Manager
Centura Health, Penrose-St. Francis
Healthcare System
Colorado Springs, CO

Suzanne Beaumaster, PhD, MPA

Professor
University of LaVerne
Department of Public Administration
LaVerne, CA

Jenn Block, PhD

Director of Network Quality
University of Denver
Denver, CO

**Kevin M. Bush, Jr., EdD, MS, MA,
FACHE**

Enterprise Director, Shared Surgical
Services
Emory Healthcare
Atlanta, GA

Carolyn L. Candiello, MA, CPHRM

System VP, Quality & Patient Safety
GBMC HealthCare, Inc.
Baltimore, MD

Amanda M. Carlson, MSW, MS

Senior Policy Associate
Cobalt Advocates
Denver, CO

Robert Casanova, MHS

Adjunct Faculty
Department of Healthcare
Management
University College
University of Denver
Denver, CO

**Susan Casciani, MSHA, MBA,
FACHE**

Lecturer, Health Sciences
Towson University
Towson, MD

Katherine Corchary, MS

Certified Nursing Assistant
Denver, CO

Christina Cottrell, MS

Marketing and Communications
Manager
University of Maryland Medical System
UM Upper Chesapeake Health
Bel Air, MD

Donna M. Cox, PhD

Professor Emerita
Department of Health Science
Towson University
Towson, MD

Suzana D. Deng, MBBS, MHCL

Rapid Response Team Lead
Colorado Department of Public
Health and Environment
Denver, CO

**Stephen Duarte, EdD, MHA,
FACHE**

Associate Professor
California State University, Northridge
Northridge, CA

**Kristen Dugan, DEL, RRT,
RPSGT**

Director, Strategic Leadership Program
University of Charleston
Charleston, WV

xxvi Contributors

Laura M. Fricker, MS, RN, SHRM-CP, RACR

Executive Director Johns Hopkins
Intrastaff
Lutherville, MD

Sarah Hess, DEL, REEGT, RPSGT, RST

Professor
University of Charleston
Charleston, WV

Anna B. Kayes, EdD

Professor of Management
Department of Business
Administration
Brown School of Business and
Leadership
Stevenson University
Owings Mills, MD

D. Christopher Kayes, PhD

Professor of Management
The George Washington University
School of Business
Washington, DC

Shirley Knelly, MS, CPHQ, LCADC

Chief Compliance Officer
Anne Arundel Medical Center
Annapolis, MD

Boyd Loehr, RN, BSN, MSHM

U.S. Veterans Health Administration
Department of Veterans Affairs
Denver, CO

Jihan Mahmoud, PhD, RN, BSN

Assistant Professor
School of Nursing
Florida Gulf Coast University
Ft. Myers, FL

Nichole Marksbury, MSN-BC, RN

Informatics Nurse Specialist
Veteran Affairs Administration
Denver, CO

Marguerite McDowell, JD, BSN-RN, BSBA

Aetna
Arlington, TX

Kelly Niles-Yokum, PhD, MPA

Professor and Chair MS Gerontology
Program
University of LaVerne
LaVerne, CA

Allison O'Grady, MA

Director Teaching and Learning
Adjunct Faculty
University College
University of Denver
Denver, CO

Matthias Ojo, MS

Infection Preventionist
Kennedy Krieger Institute
Baltimore, MD

Tolulope Oyewumi, MD, MPH

Adjunct Faculty
Department of Healthcare
Management
University College
University of Denver
Denver, CO

Corrine Piccardi

Fire Chief
Cabin John Park Volunteer Fire
Department
Bethesda, MD

Monika Piccardi, RN, BSN, MS

Program Chief, Systems Development
Maryland Department of Health
Baltimore, MD

Madison Price, MSHCM

United HealthGroup
Golden, CO

Samantha Read, BS

Baltimore, MD

Rachel Rogers, MS, BSN, RN

Academic Director
Assistant Teaching Professor
Department of Healthcare
Management
University College
University of Denver
Denver, CO

Louis Rubino, PhD, FACHE

Professor & Program Director
Health Administration Program
Health Sciences Department
California State University,
Northridge
Northridge, CA

**Nancy K. Sayre, DHEd,
PA, MHS**

Fulbright Senior Scholar
Universidad Politecnica de
Madrid
Madrid, Spain

Jane H. Schulze, MPS, BA

Adjunct Faculty
Department of Health Informatics
University College
University of Denver
Denver, CO

**Gregory James Smith,
JD, DBE**

Adjunct Faculty
Department of Healthcare
Management
University College
University of Denver
Denver, CO

Tiffany Stockebrand, JD

Adjunct Faculty
Department of Healthcare
Management
University College
University of Denver
Denver, CO

David Stockwell, MD, MBA

Associate Professor of Anesthesiology
and Critical Care Medicine
Johns Hopkins School of Medicine
Baltimore, MD

Eric J. Thomas, MD, MPH

Professor of Medicine
The McGovern Medical School
University of Texas Health Sciences
Center
Houston, TX

Jeffrey Weide, DBA, FACHE, PMP

Academic Director
Assistant Teaching Professor
Department of Health Informatics
University College
University of Denver
Denver, CO

**Charisse F. Wernecke, PhD, MAS,
CPA**

Assistant Professor
Stevenson University
Brown School of Business and
Leadership
Owings Mills, MD

**Audrey Williams, MS, CPHQ,
HS-BCP**

Senior Quality Data Analyst
Anne Arundel Medical Center
Annapolis, MD

Lauren Zidovsky, MAS, BSN, RN

Clinical Trials Manager
Medpace
Denver, CO

