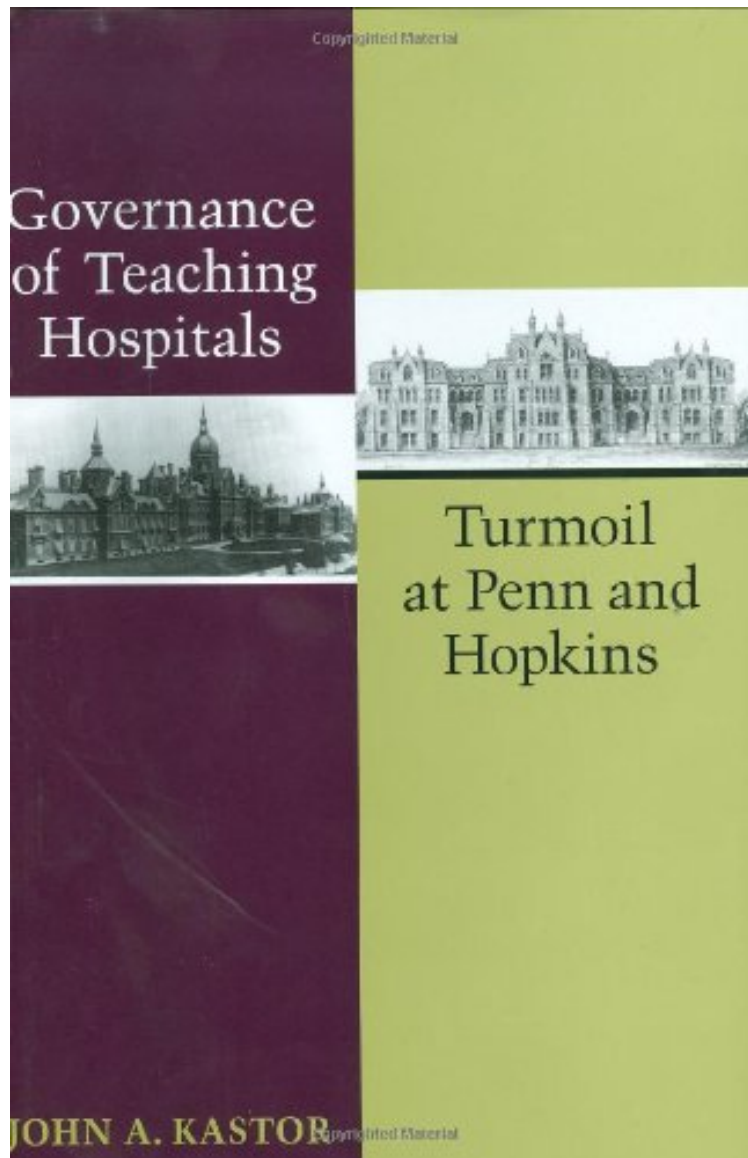


[Read download] Governance of Teaching Hospitals: Turmoil at Penn and Hopkins

Governance of Teaching Hospitals: Turmoil at Penn and Hopkins

John A. Kastor MD

**Download PDF / ePub / DOC / audiobook / ebooks*



[Download](#)

[Read Online](#)

#1334120 in Books Johns Hopkins University Press 2003-12-11 Original language: English PDF # 1 9.00 x 1.20 x 6.00l, 1.40 #File Name: 0801874203368 pages | File size: 76.Mb

John A. Kastor MD : Governance of Teaching Hospitals: Turmoil at Penn and Hopkins before purchasing it in order to gage whether or not it would be worth my time, and all praised Governance of Teaching Hospitals: Turmoil at Penn and Hopkins:

0 of 0 people found the following review helpful. Good read and provide rare information on the evolution of governance of academic medical centreBy dkamarudin dmudinExcellent read, provide readers with excelent source of information for future planning in relation to long term direction of an academic medical centre..0 of 0 people found

the following review helpful. Five StarsBy Mariano Daniel VeltriGreat quality!!!!0 of 1 people found the following review helpful. Haven't read it yetBy CDP in VAI went to Penn and was on the staff in the early 1970's and hope to read it soon. It arrived in the conditioned as advertized and in the time frame stated!

What forces lead to changes in governance among medical schools and their associated teaching hospitals? To what extent do such changes affect how well those schools and hospitals do their work? In this book, John A. Kastor, M.D., focuses on the academic medical centers of the University of Pennsylvania and the Johns Hopkins University, two institutions that underwent dramatic change in governance during the late 1990s. Drawing on extensive interviews with more than three hundred administrators, physicians, and other medical professionals at Penn, Hopkins, and elsewhere, Kastor identifies the factors that influenced changes in governance at these two institutions. Chief among these, he finds, are structure, personality conflicts, and current events. This book will be of interest to administrators of teaching hospitals as well as professionals in health policy and management.

From The New England Journal of Medicine John Kastor's first book traced the history and fate of recent hospital mergers in Boston, New York City, and San Francisco. This book tells of crises in the academic medical centers of Johns Hopkins and the University of Pennsylvania in the 1990s. The stories are complex and richly (sometimes too richly) detailed and documented. The most important conclusion may be that there is not one simple conclusion. However, some things are clear. First, the strong, charismatic leaders of the institutions involved -- university presidents, medical school deans, chief executive officers of hospitals, and board chairmen -- were not selected for their posts because they "play well with others." Second, things go well when resources are plentiful and conflicts can be avoided. Problems emerge when resources are scarce, conflicting academic and clinical missions are exposed, and tough decisions must be made. Third (my conclusion, not Kastor's), excellence and serenity are not synonymous; excellence requires periodic painful change, whereas serenity protects individuals, institutions, and traditions at the price of lost opportunities. Selecting the optimal balance for a given institution at a given time is the art of leadership. Kastor describes periods of turmoil and change and the crises of leadership in these two great institutions. His method involves presenting details from carefully documented interviews with the major (and some of the minor) participants (158 at Penn and 105 at Hopkins), along with 853 endnotes. He is dealing with sensitive events and angry people, and is cautious -- too cautious for my taste. He is sometimes reluctant to help the reader distinguish central facts from rationalizations, excuses, or evasions. His methodologic dilemma is clear in a footnote to a passage discussing William Kelley's shortcomings as a leader at Penn: "After interviewing him twice . . . I sent to him, as I did for each of the major players . . . , the entire manuscript. . . . Kelley and I then spoke thirteen times . . . and exchanged four e-mails." This is a burden for someone chronicling the history of a recent conflict, and the result is a comprehensive archive that will be a vital resource for any future historian writing a more distant, analytical discussion, but it is also a work that is short on generalizations. The Penn story is the more dramatic of the two. It is built around Kelley, who was dean of the university's medical school and leader of its medical center from August 1989 to February 2000. Kelley arrived with an explosion of energy and went on to turn a money-losing hospital into an immensely profitable one. He used the resources he had developed to build research facilities, recruit faculty, purchase hospitals and primary care practices, expand in the intensely competitive medical world of Philadelphia, and radically transform the institution. In 1994, Penn appointed a new president, Judith Rodin. In 1995, Kelley's chief administrator and longtime colleague was summarily dismissed, and later that year the practice organization of the clinical faculty at Penn agreed to pay \$30 million to settle a charge of Medicare overbilling. Then things got even tougher. In fiscal year 1997, the health system lost \$15 million; in 1998, \$90 million; and in 1999, \$198 million. The financial picture was starting to improve when Rodin fired Kelley, in 2000. Penn was left with a strong academic faculty, valuable research buildings, a questionable primary care network, and a greatly strengthened role for the medical center's leader that, although it troubled the university, Kelley's successor insisted on retaining. The Hopkins story has many similarities to Penn's. The narrative theme is consistent -- things were going along, then new people came and new challenges emerged. There were fierce struggles between strong-minded people; some advocated radical changes, whereas others championed the preservation of traditional values. Crisis led to climax, with first one and then the other of the antagonists leaving. There were structural reorganizations, but often with less real change than met the eye. Kastor has provided us with great gossip, complete with comprehensive and detailed accounts of fascinating events, and with an important reminder of what can happen when an academic medical center confronts the challenges of the contemporary health care delivery system. Robert Michels, M.D. Copyright copy; 2004 Massachusetts Medical Society. All rights reserved. The New England Journal of Medicine is a registered trademark of the MMS. "For anyone involved or interested in medical education, Governance of Teaching Hospitals provides a deeper understanding of how teaching hospitals function and why people leading hospitals and universities do what they do, and it will help guide those who lead teaching hospitals to analyze more successfully the problems confronting their institutions." (The Gazette) "Shows the resilience of these large institutions and their ability to absorb and recover from crises." (Donald C. Harrison Medical Writings) "Kastor has provided us with great gossip, complete with comprehensive and detailed accounts of fascinating

events, and with an important reminder of what can happen when an academic medical center confronts the challenges of the contemporary health care delivery system." (Robert Michels, M.D. *New England Journal of Medicine*)"John A. Kastor offers a peek through the curtains in his book, *Governance of Teaching Hospitals: Turmoil at Penn and Hopkins*." (James H. Bready *Baltimore Sun*)"[A] readable, carefully constructed, and useful analysis... [with] a wealth of detail and a cast of hundreds... Details of the power struggles will prove to be the book's strongest feature. This book should be of interest and value not only to those who are directly involved in leadership roles at academic medical centers but also to anyone interested in the success of such institutions." (John T. Potts *Journal of Clinical Investigation*)"A rich and often fascinating 'insider' view... This book warrants close attention and wide readership, not only by those interested in academic medicine, but also by managers of all health care institutions." (Peter W. Van Etten *Health Affairs*)" *Governance of Teaching Hospitals* looks fantastic. What an important contribution [Kastor] has made to academic health centers. Thorough, well-presented research like [his] is sure to assist teaching hospitals around the nation in their attempts to provide the best patient care, doctor training, and research." (Michael R. Bloomberg, Mayor, New York City)"This is a highly readable, painstakingly researched account of the recent travails of two of the nation's most important academic health centers. The author marshals an extraordinary amount of primary data that paint a compelling, convincing, and very objective account of the events of these institutions' recent, turbulent histories." (David Blumenthal, M.D., M.P.P., Harvard Medical School)"Engagingly written and packed full of information. I could not put it down... Great book!" (Victor McKusick, M.D., Johns Hopkins University School of Medicine)"This book deserves close attention among a select readership, especially those interested in academic medicine... Above all, the volume contains a wealth of information relating to two important American medical schools undergoing significant structural change." (Jonathan Reinarz *Medical History*)

About the Author John A. Kastor, M.D., is former chair of the Department of Medicine and a cardiologist at the University of Maryland School of Medicine. He is the author of *Mergers of Teaching Hospitals* in Boston, New York, and Northern California.