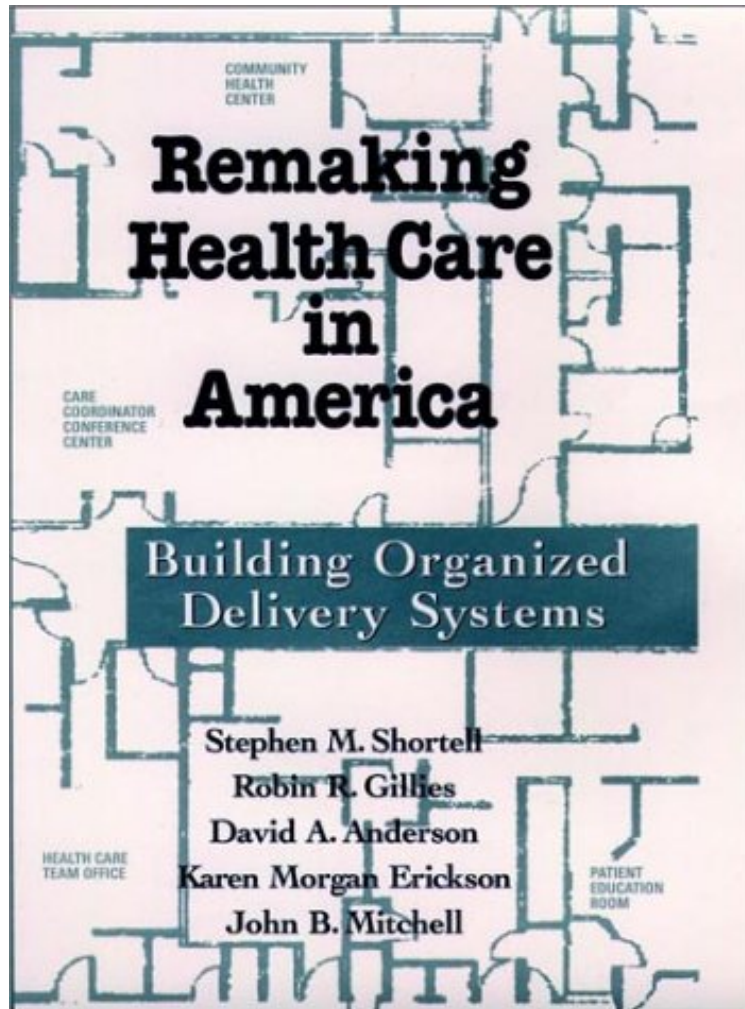


Remaking Health Care in America: Building Organized Delivery Systems

Stephen M. Shortell, Robin R. Gillies, David A. Anderson, Karen Morgan Erickson, John B. Mitchell
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Stephen M. Shortell, Robin R. Gillies, David A. Anderson, Karen Morgan Erickson, John B. Mitchell : **Remaking Health Care in America: Building Organized Delivery Systems** before purchasing it in order to gage whether or not it would be worth my time, and all praised Remaking Health Care in America: Building Organized Delivery Systems:

Stephen Shortell, one of the country's leading health care management authorities, and his team of experts use the most current data available to update their classic book Remaking Health Care in America. This expanded second edition

includes a clear conceptual framework for health care leaders who must develop more integrative systems of care to meet the challenge of the evolving health care industry. The book also provides practical suggestions and myriad recommendations for developing cost-effective delivery systems across the United States.

"This book is deep in understanding of what it will really take to reform our nation's health care system." —Don Berwick, M.D., president and CEO, The Institute for Healthcare Improvement "Shortell and colleagues simply know more about organizing and managing delivery systems to produce superior health outcomes. Their vision of the community health management system points the way for realistically creating health value for individuals and populations." —David Kindig, M.D., professor and director, Graduate Programs in Health Services Management, Department of Preventive Medicine, School of Medicine, University of Wisconsin-Madison "This book will prove a useful tool for anyone who is interested in helping the United States move toward a more integrated, community-oriented health care system." —William C. Richardson, president and CEO, W.K. Kellogg Foundation "Shortell and colleagues outline some of the underlying requirements for creating value in health care delivery. This second edition provides important information to academics and practitioners and is well worth reading." —Leonard D. Schaeffer, chairman and CEO, Wellpoint Health Networks, Inc. "The second edition of *Remaking Health Care in America* is a 'must read' for system CEOs and physician leaders as well as faculty and students in health care management and policy." —Gail Warden, president and CEO, Henry Ford Health System "A path-breaking work that should be read by policymakers and practitioners alike. The most comprehensive and insightful treatment of integrated health systems available." —Gail Wilensky, John M. Olin senior fellow, Project Hope; and chair, MedPAC "Remaking Health Care is so rich in strategic analysis, so detailed in its case studies, and so logical in organizing barriers and critical success factors that it cannot help but enlighten every health system leader in America." —Health System Leader "Steve Shortell once again demonstrates his uncanny ability to recognize significant patterns where others see only chaos. His prescription for the next phase in the evolution of our health care system is clear-sighted and based in reality. I hope leaders listen carefully." —Donald M. Berwick, M.D., president and CEO, Institute for Healthcare Improvement "This is a comprehensive, provocative, and compassionate book. Drawing on recent study and long experience, the authors describe a compelling future of community-focused health care that can be the outgrowth of our current efforts to more effectively integrate health care for patients and populations." —David M. Lawrence, chairman and CEO, Kaiser Permanente "What distinguishes Shortell's latest work is that he suggests what health systems should do with their resources: improve the health of their communities! If systems follow the authors' advice, perhaps ends will finally take precedence over means in the delivery of health services." —Jeff Goldsmith, president, Health Futures, Inc. "The contents of this book speak eloquently to the revolutionary changes taking place in our health care system. Findings regarding integration within systems both define the directions of the future and point out how far we have to go. The information on managing and governing the organized delivery system is 'must' reading for the leaders of today's health care system." —A. Diane Moeller, former CEO, Catholic Health Corporation "Shortell and his colleagues once again take us into the future. *Remaking Health Care in America* provides a comprehensive, balanced, and insightful analysis of what might be done to truly achieve clinically integrated systems of care." —Arnold D. Kaluzny, professor, health policy and administration, and senior fellow, Cecil G. Sheps Center for Health Services Research, the University of North Carolina at Chapel Hill "Our health system has succumbed to a series of ill-fated management fads. Components of the health system 'integrate' just to 'integrate', often without clear, realistic economic and clinical objectives. *Remaking Health Care in America* offers a thoughtful blueprint against which to measure the current effusion of economic-management babble. A must read also for policy wonks." —Uwe E. Reinhardt, James Madison Professor of Political Economy, Princeton University "A path-breaking work, exploring the key building blocks of organized delivery systems. The findings, insights, and observations regarding the strategies, structures, operations, and outcomes of these emerging systems will be of critical importance to managers, policy makers, and students." —Howard S. Zuckerman, professor, Arizona State University School of Health Administration Policy, and director, Center for Health Care Management "[Shortell's] latest book focuses on the turbulence which is currently buffeting health care in America, that it inquires into the creation and effectiveness of 'organized delivery systems,' and that it is a collaborative venture." —Kurt Darr, J.D., Sc.D., FACHE, Department of Health Services Management and Policy, The George Washington University, Inquiry "The text was well organized. The health-system scenarios were described in an easy-to-read manner. I recommend this book for health professionals in leadership positions. It will also be helpful for those involved in the planning and design of new approaches to meet the needs of their patients." —Jean B. Douglas PharmD, Assistant Director of Pharmacy, Moses H Cone Memorial Hospital, Greensboro, NC, *Journal of Pharmacy Technology* From the Inside Flap Based on a study of eleven health care systems and their response to managed care and cost containment pressures, this provocative book challenges the nation to create a supportive environment for the evolution of our health care system. Written by the country's foremost authority on health services management and a team of experts, *Remaking Health Care in America* promotes an integrated approach to health care—one that focuses on alliances, linkages, and partnerships with public health and community/social service agencies. As a concrete guide to achieving

this transformation, the authors present a conceptual framework for the integration of finance, human resources, strategic planning, total quality management, information systems, physician integration, and clinical integration that will ultimately result in an effective community health care management system. Second Edition Flap copy "This is a must-read book for those interested in understanding the current state of health care delivery organization and the promise and difficulties of creating integrated health care delivery systems. The authors describe the challenging steps that must be taken to convert the nation's fragmented delivery system into an integrated delivery system capable of providing care in a consistent, high quality and safe way."-David Lawrence, M.D., president and CEO, Kaiser-Permanente

The original edition of Remaking Health Care in America transformed ideas about managed care and systems integration across the health care field and has become a standard reference for building organized delivery systems. To meet the challenge of the changing state of today's health care field this second edition includes updated information on topics such as the need for more clinically integrated care, greater accountability, stronger links between health systems and their communities, and new ways of creating value. This essential resource-written by a team of scholars led by Stephen Shortell

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[Back Jacket] [headline] A new prescription for curing the ills of our ever-changing health care system Stephen Shortell, one of the country's leading health care management authorities, and his team of experts use the most current data available to update their classic book Remaking Health Care in America. This expanded second edition includes a clear conceptual framework for health care leaders who must develop more integrative systems of care to meet the challenge of the evolving health care industry. The book also provides practical suggestions and myriad recommendations for developing cost-effective delivery systems across the United States. "This book is deep in understanding of what it will really take to reform our nation's health care system."-Don Berwick, M.D., president and CEO, The Institute for Healthcare Improvement "Shortell and colleagues simply know more about organizing and managing delivery systems to produce superior health outcomes. Their vision of the community health management system points the way for realistically creating health value for individuals and populations."-David Kindig, M.D., professor and director, Graduate Programs in Health Services Management, Department of Preventive Medicine, School of Medicine, University of Wisconsin-Madison "This book will prove a useful tool for anyone who is interested in helping the United States move toward a more integrated, community-oriented health care system."-William C. Richardson, president and CEO, W.K. Kellogg Foundation "Shortell and colleagues outline some of the underlying requirements for creating value in health care delivery. This second edition provides important information to academics and practitioners and is well worth reading."-Leonard D. Schaeffer, chairman and CEO, Wellpoint Health Networks, Inc. "The second edition of Remaking Health Care in America is a 'must read' for system CEOs and physician leaders as well as faculty and students in health care management and policy."-Gail Warden, president and CEO, Henry Ford Health System "A path-breaking work that should be read by policymakers and practitioners alike. The most comprehensive and insightful treatment of integrated health systems available."-Gail Wilensky, John M. Olin senior fellow, Project Hope, and chair, MedPAC