

2018  
CATALOG

# Public Health & Health Administration

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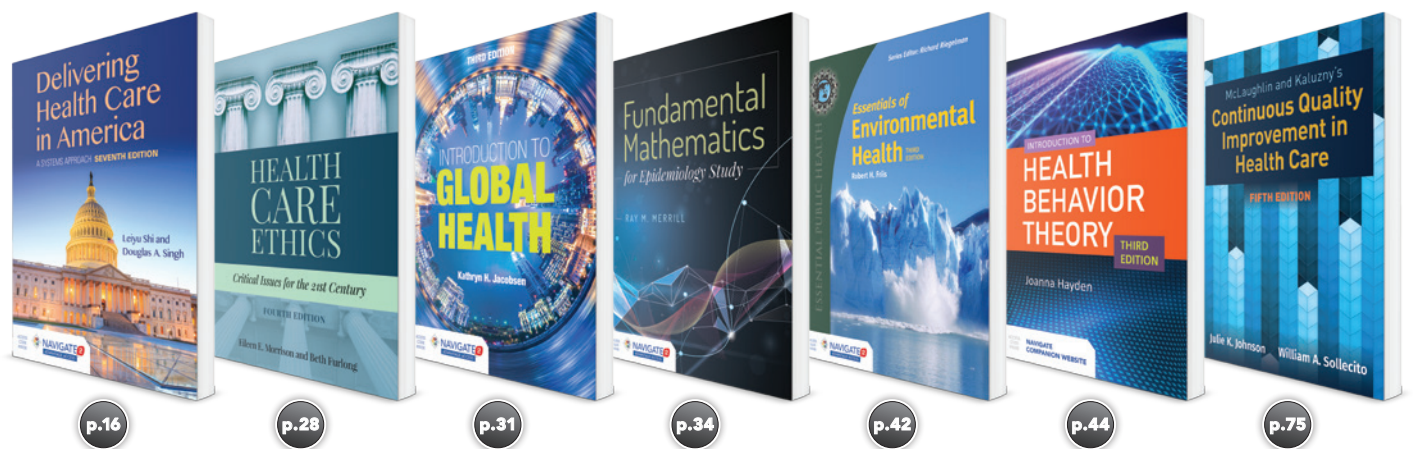
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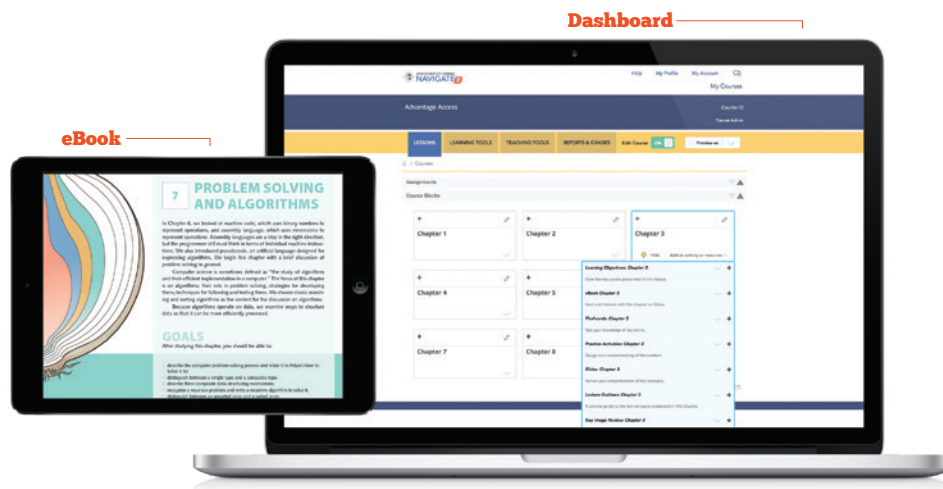
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# Undergraduate Public Health 2018: What's Happening and What's Ahead

By Richard K. Riegelman, MD, MPH, PhD, Editor, *Essential Public Health Series*

The last decade has seen exponential growth of undergraduate majors and minors. This growth has been driven by the recognition that the skills and knowledge of public health should be part of liberal arts education and that public health is excellent preparation for a wide range of health professions. New opportunities now exist to expand the reach of public health into clinical health professions at the community college, bachelor's degree, and graduate degree levels.

New interest in public health is coming from the community colleges where the 2015 Community Colleges and Public Health report of the Association of Schools and Programs of Public Health (ASPPH) and the League for Innovation in the Community College (the League) provided

a framework for associate degrees designed for transfer to bachelor's degree programs in health education, health administration, environmental health, public health generalist. Health Navigation curriculum was recommended as an associate degree or a certificate program for nurses and the allied health professions.

The report also recommended "Health Foundation" courses including Personal Health: A Population Perspective, Health Communication, and Overview of Public Health. These Health Foundations courses are now being taught as part of nursing, allied health, and health sciences programs in community colleges as well as 4-year colleges.

Bachelor's degree programs are well established nation-wide including "stand-alone" bachelor's degree programs which

are now in the majority. "Population Health" is increasingly part of the curriculum for the health professions including nursing, physician assistants, pharmacy, health administration, and medicine. Population health links traditional public health and health care to improve the health of large numbers of people. As part of this evolution, the new MCAT exam includes health behavior as well as basic study design and statistics usually taught as part of introductory epidemiology coursework.

Finally, new accreditation expectations from CEPH are expanding undergraduate curricular offerings. One Health, the connection between human, animal, and ecosystem health is cited repeatedly in the new CEPH accreditation criteria. CEPH

now expects a focus on cross-cutting cultural contexts; ethical decision making; systems thinking; as well as leadership, professionalism, networking, and teamwork.

**"This growth has been driven by the recognition that the skills and knowledge of public health should be part of liberal arts education and that public health is excellent preparation for a wide range of health professions."**

For each of these areas of growth, Jones & Bartlett Learning is producing new or expanded educational materials.

Jones & Bartlett Learning will publish three books in 2018 which address the Health Foundations expectations of the Community Colleges and Public Health report. These are 1) **Personal Health: A Population Perspective** 2) **Foundations of Health Communication** and 3) **Public**

**Health 101: Improving Community Health, Third Edition.** Together these texts are ideal for use in introductory courses in 4-year colleges and universities as well as community colleges.

Jones & Bartlett Learning has published a three-book Health Navigation series designed to cover the Community Colleges and Public Health recommendations. These texts are 1) **Principles of Health Navigation** 2) **Navigating the U.S. Health Care System** and 3) **Navigating Health Insurance**. These texts can be used as part of nursing and allied health education as well as for Health Navigation certificate and associate degree programs.

Jones & Bartlett Learning has published three "101" texts, **Public Health 101**, **Global Health 101**, and **Epidemiology 101**, for core public health courses in majors or minors as described in the Recommendations for Undergraduate Public Health Education. **Epidemiology 101** plus **Essentials of Health Behavior** cover new content included in the MCAT exam. In addition, several new editions of books in the *Essential Public Health* series will be published in 2018.

**One Health: From AIDS to Zika** addresses CEPH expectations and is available as a supplement which can be bundled with other Jones & Bartlett Learning texts at no extra charge. Texts to address the new CEPH cross-cutting content include:

**Essentials of Health, Culture, and Diversity; Essentials of Public Health Ethics; Epidemiology 101; Public Health 101;** and a new book in the *Essential Public Health* series– **Essentials of Leadership in Public Health**.

New Jones & Bartlett Learning population health texts include **Population Health Informatics** and **Public Health Communication. Population Health for the Health Professions**, to be published in 2018-19, will provide core population health curriculum for the clinical health professions.

Undergraduate public health has won full acceptance at 4-year colleges and universities. Building on this success, it is expanding to include community colleges as well as clinical health professions education. Public health and population health texts are becoming key to undergraduate and graduate degree programs for a wide range of clinical health professions.

Jones & Bartlett Learning continues to take the lead in meeting the needs of public health and population health education regardless of the type of institution or level of the student. There is a bright future for public health education and Jones & Bartlett Learning is a key part of that future. ■



Dr. Riegelman is Professor of Epidemiology-Biostatistics and Founding Dean of The George Washington University Milken Institute School of Public Health, where he led the development of the undergraduate Public Health major and minor, and currently teaches "Public Health 101" and "Epidemiology 101" to undergraduates.

He has been a leader in undergraduate public health education for over 10 years, working with national organizations including the Association of Schools and Programs of Public Health (ASPPH), the Association for Prevention Teaching and

Research (APTR), and the Association of American Colleges and Universities (AAC&U).

He was a member of the Steering Committee of the Framing the Future Task Force convened by ASPPH which encouraged a continuum of public health education from community colleges to 4-year colleges to graduate public health education.

He is also the author of **Public Health 101, Third Edition** (page 10) and the editor of the Jones & Bartlett Learning *Essential Public Health* series (page 8).





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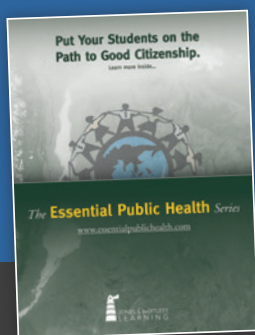
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# Health Communication

*Strategies and Skills for a New Era*

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**Claudia Parvanta**, PhD, College of Public Health, University of South Florida

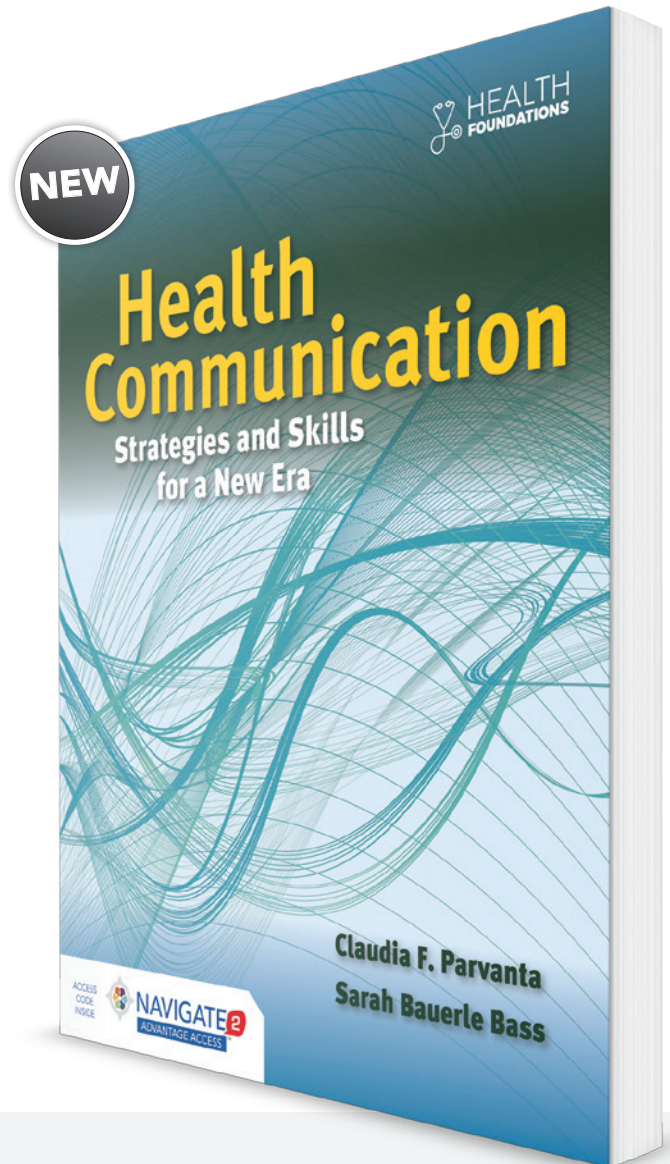
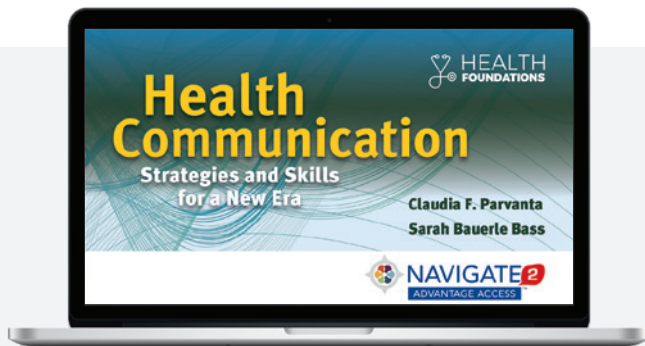
**Sarah Bass**, MPH, PhD, College of Public Health, Temple University

Designed for undergraduates across a range of majors or concentrations in health science, health education, public health, and health administration, as well as clinical health disciplines including nursing, allied health, and health professions, this new first edition will introduce your students to the basics of health communication.

*Health Communication: Strategies and Skills for a New Era* provides a practical process model for developing a health communication intervention. The book also explores exposure to media and how it shapes our conceptions of health and illness. Using a life stages and environments approach, the book touches on the patient role and how we 'hear' information from health care providers as well as guidance on how to be a thoughtful consumer of health information.

## KEY FEATURES:

- Explores media representations and consumption of health information and audiences defined by demographic and cultural factors
- Examples and features are geared toward smaller scale projects, e.g., school based, community based, health center based projects that can be implemented economically
- Current, practical methods for the use of digital and interactive media in health communication interventions
- Includes coverage of health disparities, women's health, and health literacy



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# Public Health 101

## Improving Community Health

THIRD EDITION

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**Richard Riegelman**, MD, MPH, PhD, The George Washington University Milken Institute School of Public Health

**Brenda Kirkwood**, MPH, DrPH, School of Public Health, University at Albany, SUNY

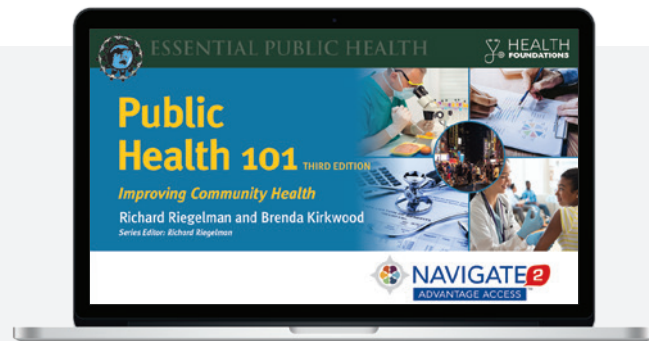
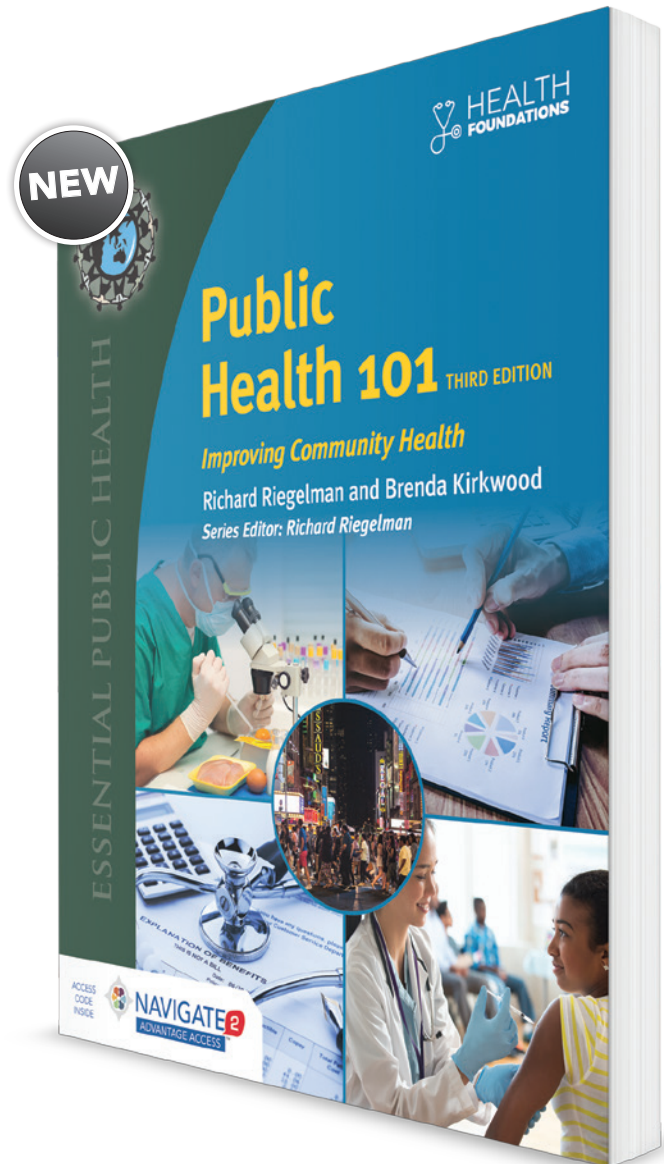
*Public Health 101* provides a big-picture, population perspective on the determinants of health and disease and the tools available to protect and promote health. It examines the full range of options for intervention including use of the healthcare system, the public health system, and society-wide systems such as laws and taxation.

Through a unique set of case studies, vignettes, and extensive examples, readers will come away with a clear understanding of how public health affects them in their everyday lives. They will learn and apply frameworks for thinking about the issues of public health and gain a deeper understanding about the health news they are exposed to each day.

*Public Health 101* remains the only introductory text to be built on the AAC&U Public Health 101 framework designed to introduce students to public health as well as health services.

### NEW TO THE THIRD EDITION:

- New chapter on the future of public health that incorporates information on One Health as well as aging as a public health issue
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- A guide to evidence-based thinking designed to expand the use of the *Third Edition* for general education courses utilizing the AAC&U evidence-based thinking framework



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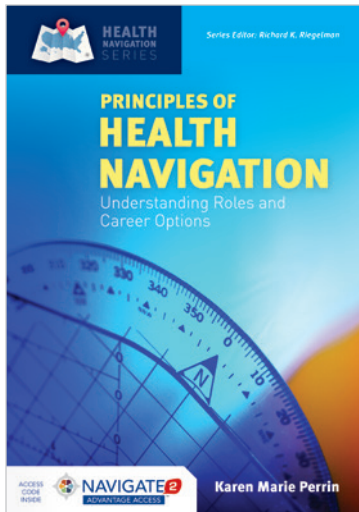
# THE HEALTH NAVIGATION SERIES

FROM JONES & BARTLETT LEARNING

The Jones & Bartlett Learning *Health Navigation* series meets the full range of Health Navigation education competencies of the League for Innovation in the Community College based on the Association of Schools and Programs of Public Health (ASPPH) Community Colleges and Public Health report.

Developed under the editorial direction of Richard K. Riegelman, MD, MPH, PhD, this series of three textbooks and accompanying digital learning materials is designed for health navigator associate degree and certificate programs leading to employment as community health workers, patient navigators, and/or health insurance navigators.

Learn more at:  
[www.healthnavigationseries.com](http://www.healthnavigationseries.com)



## Principles of Health Navigation

*Understanding Roles and Career Options*

**INCLUDES NAVIGATE 2 ADVANTAGE ACCESS**

**Karen (Kay) M. Perrin**, MPH, PhD,  
University of South Florida, College of Public Health

**Principles of Health Navigation: Understanding Roles and Career Options** is an introductory text that explores the basics of health services delivery and health insurance, and the fundamentals of care of the individual patient.

This text introduces the concept of prevention through the life-cycle, the different types of health care providers, and institutions. Students will gain a clear understanding of: health insurance (history, international comparison, and social justice topics); essential health care services (preventive and wellness services, behavioral health, and palliative care); and topics related to the care of the individual (patient assessment, communication, diseases and treatments, quality of life, and patient rights).

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## Navigating the U.S. Health Care System

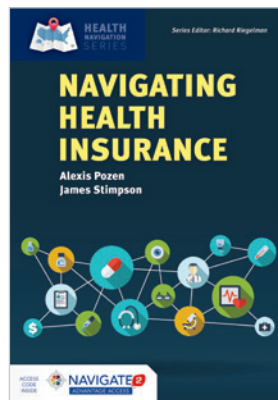
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## Navigating Health Insurance

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**Alexis Pozen**, PhD  
**James Stimpson**, MA, PhD  
Both of the CUNY School of Public Health

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# Introduction to Public Health

FIFTH EDITION

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**Mary-Jane Schneider**, PhD, School of Public Health, University at Albany, SUNY, Rensselaer

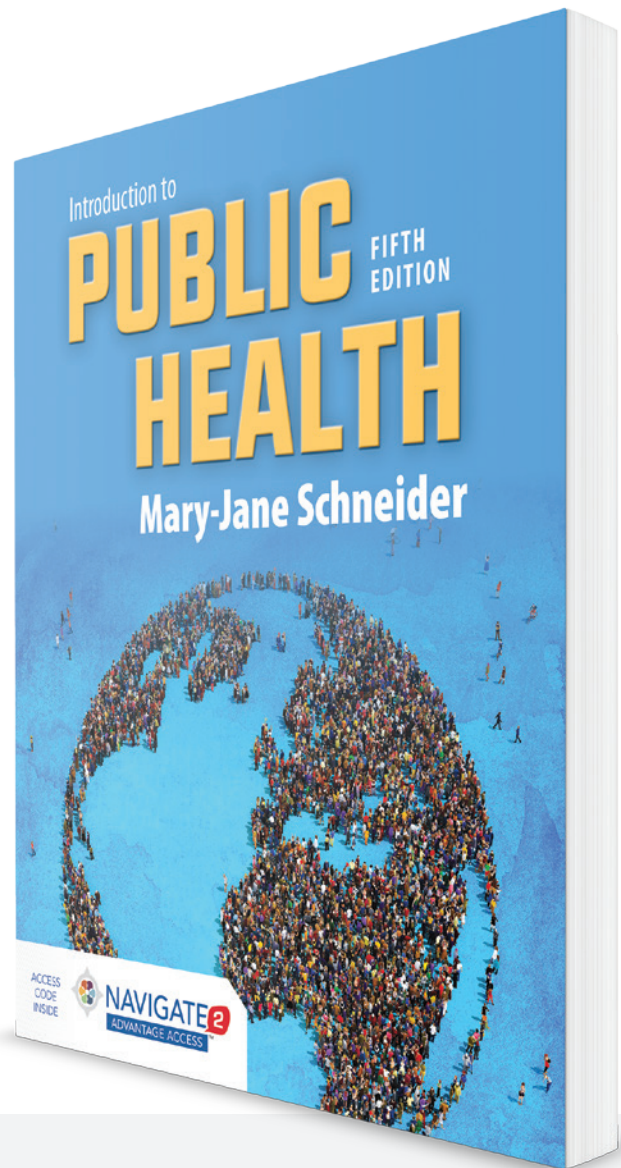
*Introduction to Public Health, Fifth Edition* offers a thorough, accessible overview of the expanding field of public health for students new to its concepts and actors. Written in engaging, nontechnical language, this best-selling text explains in clear terms the multi-disciplinary strategies and methods used for measuring, assessing, and promoting public health.

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Through coverage of new approaches to research and data collection, current best practices in the field, and the social and ethical challenges of devising public policy, *Introduction to Public Health, Fifth Edition* provides readers with a broad-reaching, practical framework for understanding the multifaceted forces and organizations of today's public health enterprise.

*"...one of the most interestingly organized books about public health I have ever seen. The chapter structure is more inquisitive or intellectual and less about rote memorization.... a welcome surprise in a large field of materials."*

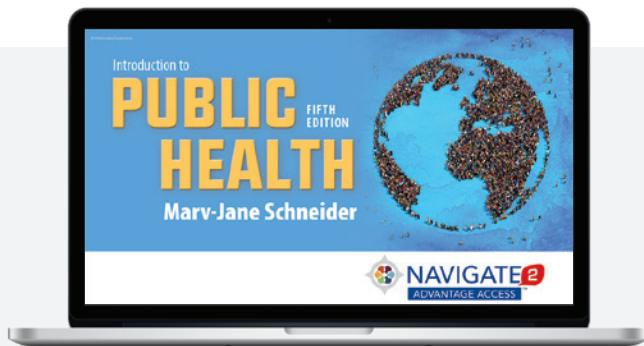
—Patricia Wren, Oakland University



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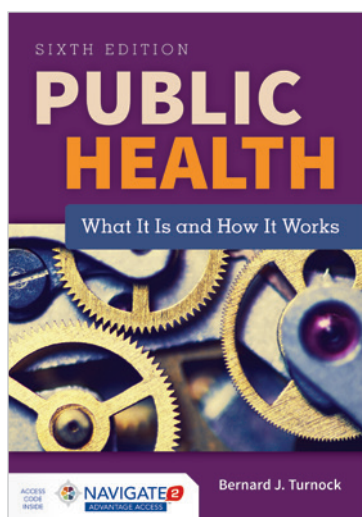
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## Public Health

*What It Is and How It Works*

SIXTH EDITION

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**Bernard J. Turnock, MD, MPH,**  
School of Public Health, University of  
Illinois, Chicago

Using a straightforward systems approach, this text explores the inner workings of the complex, modern U.S. public health system—what it is, what it does, how it works, and why it is important.

The book covers the origins and development of the modern public health system; the relationship of public health to the overall health system; how the system is organized at the federal, state, and local levels; its core functions and how well these are currently being addressed; evidence-based practice and an approach to program planning and evaluation for public health interventions; public health activities such as epidemiological investigation, biomedical research, environmental assessment, policy development, and more.

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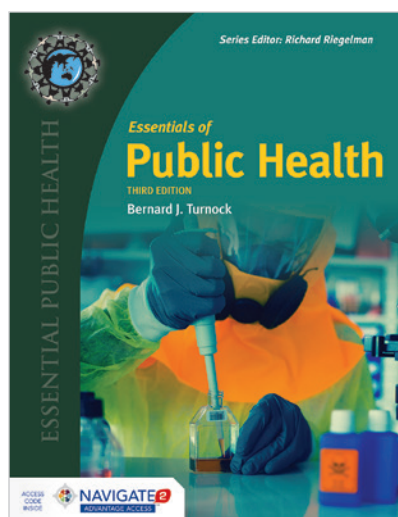
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## Essentials of Public Health

THIRD EDITION

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**Bernard J. Turnock, MD, MPH,**  
School of Public Health, University of  
Illinois, Chicago

*Essentials of Public Health* gives special focus to public health careers and the workings of public health agencies. Combining the best elements of Dr. Turnock's other books: *Public Health: What It Is and How It Works* and *Public Health: Career Choices That Make a Difference*, this text is an ideal resource to prepare your students for the profession of public health.

The *Third Edition* offers comprehensive coverage of topics such as the implementation of the Affordable Care Act, strategic planning, accreditation of public health organizations and credentialing of public health workers. An additional 16 different public health occupations are highlighted in this revision—a total of 39 covered in all.

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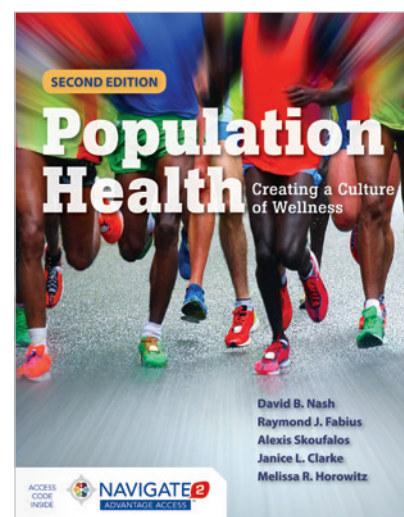
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## Population Health

*Creating a Culture of Wellness*

SECOND EDITION

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**David B. Nash, MD, MBA,** Jefferson  
School of Population Health, Thomas  
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**Janice L. Clarke, RN,** Jefferson School  
of Population Health, Thomas Jefferson  
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**Melissa R. Horowitz,** Jefferson School of  
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Aimed at students and practitioners in healthcare settings, *Population Health: Creating a Culture of Wellness, Second Edition* conveys the key concepts of population health management and strategies for creating a culture of health and wellness in the context of healthcare reform.

Case studies highlight real-world applications of concepts and strategies, and links to websites provide additional opportunities for expanding knowledge.

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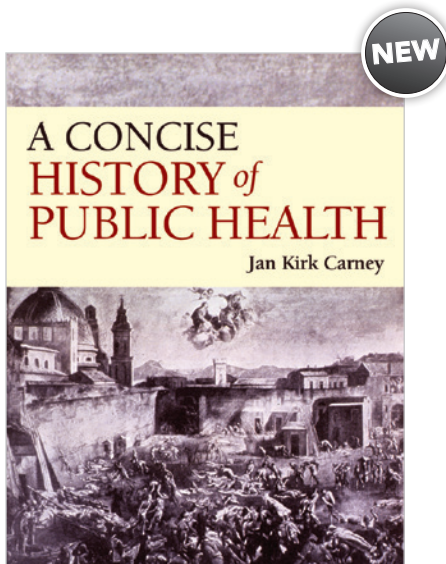
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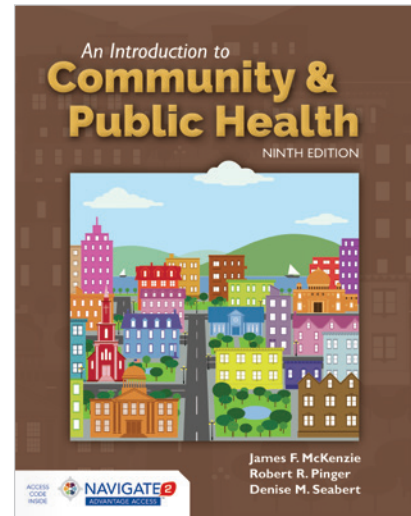
To get to the root of the controversy—and gain insight as to what must be done to advance the health issue—learners must grasp the breadth and scope of the issue and evidence-base for prevention, dissect out root causes and barriers, then propose strategies for progress.

Some of the topics covered include the acceptance of obesity as a cultural norm, e-cigarettes, binge drinking on college campuses, prescription drug abuse, antibiotic resistance, gun control, preventing concussions, climate change, and more.

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**Robert R. Pinger**, PhD, Professor Emeritus, Ball State University  
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The ninth edition of *An Introduction to Community & Public Health* provides the latest trends and statistics in community health. With an emphasis on developing the knowledge and skills necessary for a career in health education, this best-selling introductory text covers such topics as epidemiology, community organization, program planning, minority health, health care, mental health, environmental health, drugs, safety, and occupational health. A robust pedagogy and Navigate 2 Advantage Access help students understand and retain key learning objectives and better prepare for class.

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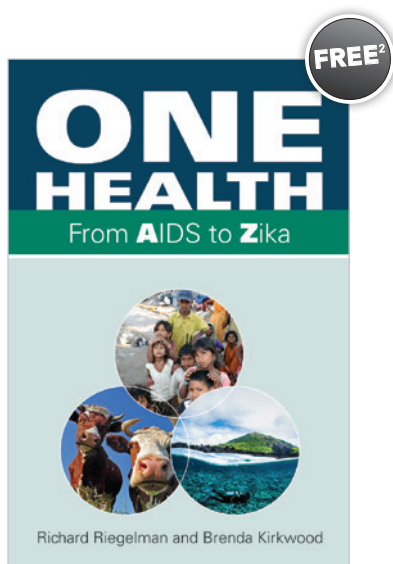
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## One Health

*From AIDS to Zika*

**Richard Riegelman**, MD, MPH, PhD,  
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**Brenda Kirkwood**, MPH, DrPH, School of  
Public Health, University at Albany, SUNY

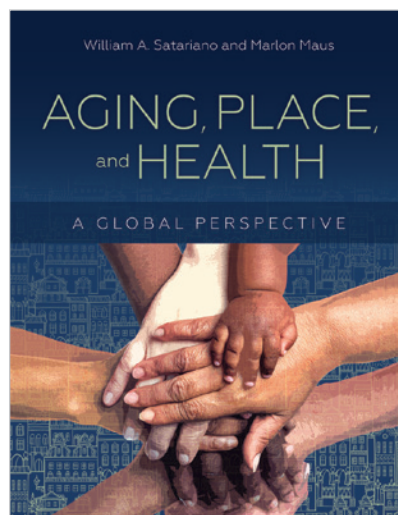
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**Aging, Place, and Health: A Global Perspective** examines the interplay of biological, social, and environmental factors affecting the health and well-being of aging individuals, their families, and communities.

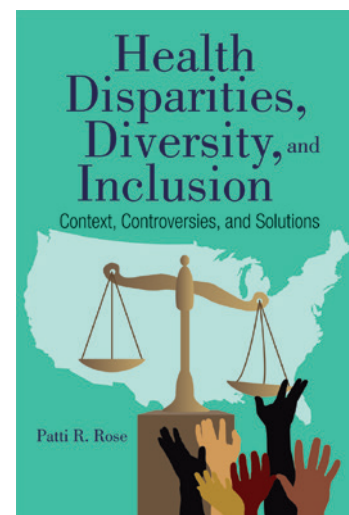
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### SEE ALSO:

*Essentials of Health Justice*, p. 28



## Health Disparities, Diversity, and Inclusion

*Context, Controversies, and Solutions*

**Patti R. Rose**, MPH, EdD, Director and  
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Despite the many Public Health successes over the last century, health disparity continues to exist in American society. This introductory text addresses this topic head on, exploring steps that must be taken to prepare for the rapidly changing demographics in American society, including immigration reform (emerging majorities), and evidenced based information substantiating the fact that diversity matters in terms of the provision of health care.

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# Delivering Health Care in America

*A Systems Approach*

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**Leiyu Shi**, DrPH, MBA, MPA, Johns Hopkins Bloomberg School of Public Health

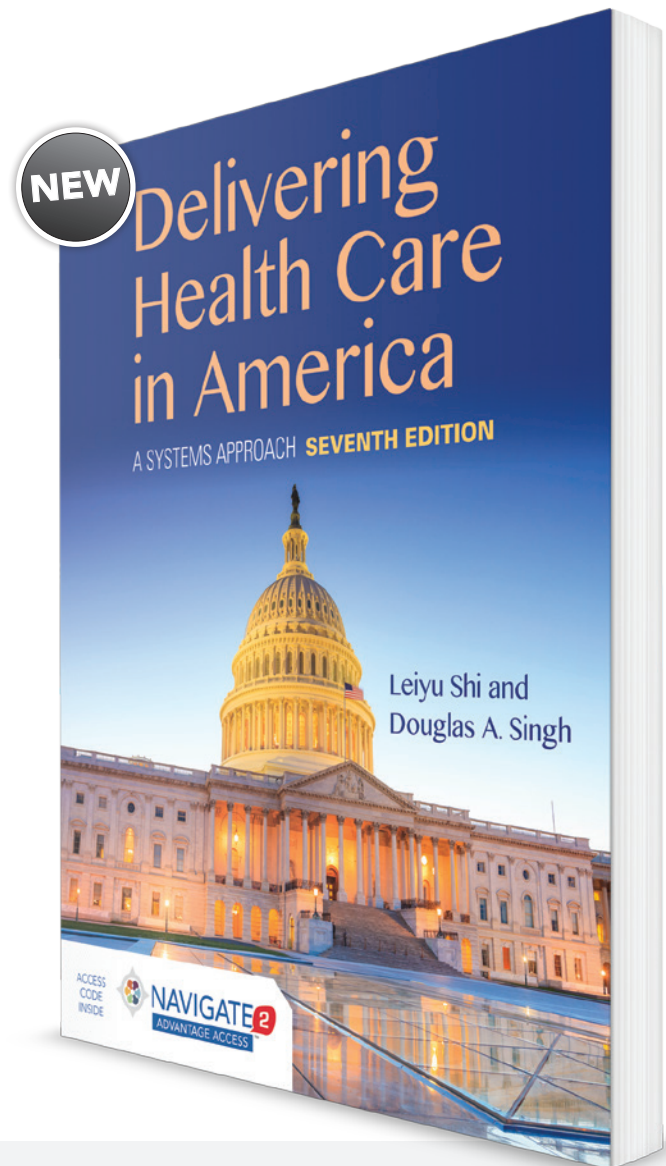
**Douglas A. Singh**, PhD, MBA, School of Business and Economics, Indiana University, South Bend

*Delivering Health Care in America, Seventh Edition* is the most current and comprehensive overview of the basic structures and operations of the U.S. health system—from its historical origins and resources, to its individual services, cost, and quality. Using a unique “systems” approach, the text brings together an extraordinary breadth of information into a highly accessible, easy-to-read resource that clarifies the complexities of health care organization and finance while presenting a solid overview of how the various components fit together.

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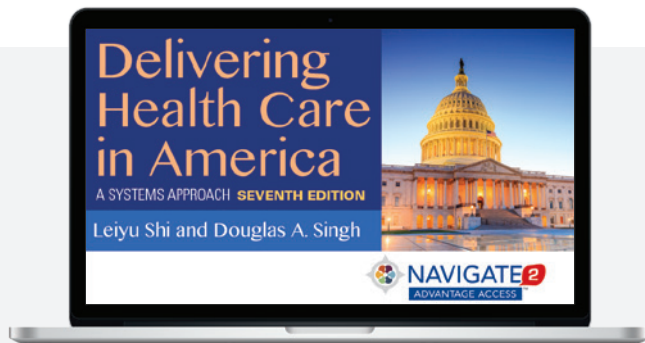
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# Basics of the U.S. Health Care System

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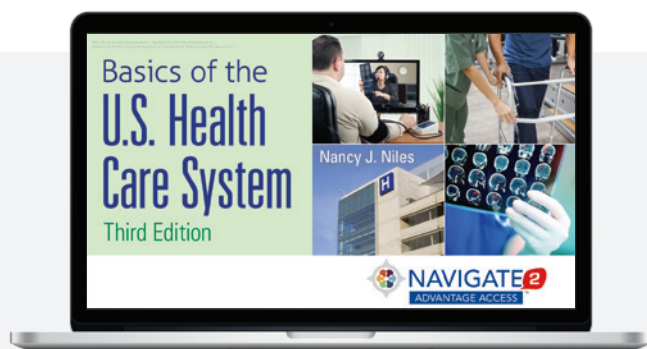
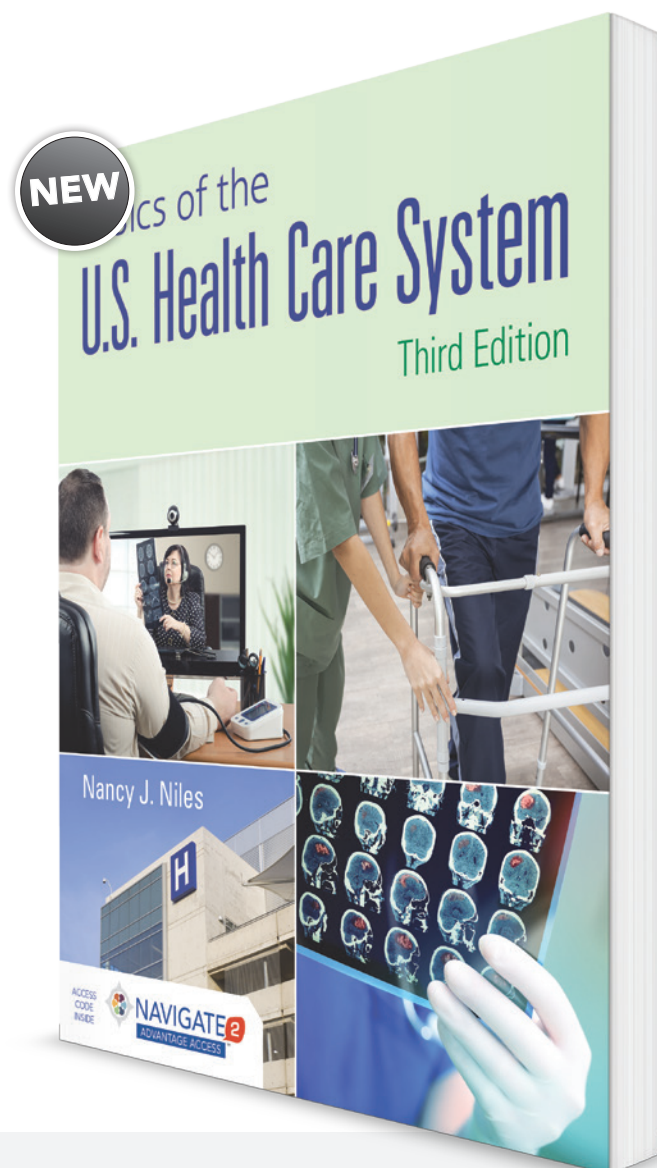
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*Basics of the U.S. Health Care System, Third Edition* provides students with a broad, fundamental introduction to the workings of the healthcare industry. Engaging and activities-oriented, the text offers an especially accessible overview of the major concepts of healthcare operations, the role of government, public and private financing, as well as ethical and legal issues.

Each chapter features review exercises and Web resources that make studying this complex industry both enjoyable and easy. Students of various disciplines—including healthcare administration, business, nursing, public health, and others—will discover a practical guide that prepares them for professional opportunities in this rapidly growing sector.

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# How Health Insurance Actually Works

By Kristina M. Young, MS & Philip J. Kroth, MD, MS, Authors of *Health Care USA, Ninth Edition*

**A**midst all the rhetoric and bluster of the health care debate, public discourse suggests that many lawmakers and the American public have little understanding of the fundamental principles of how insurance actually works. Regarding the ACA, calls to end its “individual mandate” because it infringes upon personal rights, suggestions to segregate people with pre-existing conditions into high-risk pools, and proposals to cap life-time health insurance benefits are only three examples of what seem to bespeak an enduring ignorance. In the face of all controversies, health insurance market principles remain grounded in insurers’ management of risk and how insurance works.

In essence, insurance is a tool to manage risk among groups of individuals. The concept is based on the ability to estimate the probability of a given event occurring to individuals in the group and its costs over a period of time. The probability of the event times the costs is the estimated total cost that the group will incur over the time period. The cost to individuals in the group is the total cost divided by the number of individuals in the group. Insurance works because of its ability to spread the risk of payment for the given event over the whole group.

Health insurance not only seeks to manage the financial risk of unexpected illnesses in a given group, it also seeks to cover the ongoing costs of health care for those who are already sick or those with pre-existing conditions. For health insurance to work, low-risk healthy individuals must be willing to pay premiums that help offset the cost

of their higher-risk counterparts. This is why there is a financial incentive for private insurers to attempt to compose pools of subscribers who are healthier or who have less risk of developing an illness or don’t have pre-existing conditions. Such a plan is less expensive to the insurance company and the insured, making it more attractive and profitable as well. This approach fails if the goal is to cover all Americans because pools of high risk individuals or those with pre-existing conditions are then created where the cost to individuals in these “high risk pools” is very high or unaffordable.

***“Monitoring the health care debate merits close attention to discussions of risk and how various proposals address it.”***

This is why a critical component of the ACA is the Individual Mandate (IM) which requires all Americans, with few exceptions to have health insurance. It incentivizes participation in insurance by those who are at lower risk of health care costs or those with few or no pre-existing conditions and are unlikely to incur health care costs in the next year. The “incentive” is actually a tax penalty for those who choose to be uninsured.

Objections to the IM are often based on individual rights and “choice.” However, most people are unaware that everyone is

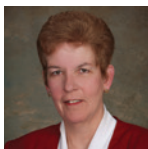
already paying for the uninsured in the form of higher health care costs secondary to covering uncompensated care. In 2013, prior to the ACA insurance provisions’ enactment, combined payments for uncompensated care totaled \$53.3 billion. The ACA’s IM is a first-ever attempt to achieve universal coverage recognizing that in one form or another, taxpayers through federal, state, and local governments and the private sector ultimately pay for the uncompensated care of the uninsured.

Another way to manage risk is to reduce it. In the case of health insurance, this takes the form of both reducing the likelihood of new illnesses and reducing the cost of pre-existing conditions. The federal government already funds a major portion of America’s health insurance. In 2014, Medicare alone covered 57 million individuals at a cost of \$619 billion. Just as with the private health insurance industry, the federal government therefore is concerned with managing costs and uncertainties. This is why there has been the strong bipartisan support for MACRA that seeks to reduce the costs of care and ultimately the costs of health insurance.

Another way MACRA is attempting to reduce costs is to reduce the uncertainty of almost two decades in the way Congress allocated funds to reimburse physicians for Medicare services. Prior to MACRA in 2014 and since 1997, Congress used a severely flawed method to calculate physician reimbursement rates each year. Rather than correct the method (known as the Sustainable Growth Rate formula), Congress enacted temporary legislation

seventeen times between 2004 and 2014 to prevent reductions in physician payments. This created “risk” of reduced Medicare payments each year resulting in uncertainty in the Medicare insurance market and higher costs. Under MACRA, physician Medicare payments are completely specified and predictable over the succeeding five years while reimbursement transitions to a new evidenced-based system incorporating innovative payment incentives based on quality.

Monitoring the health care debate merits close attention to discussions of risk and how various proposals address it. Observers are advised to be wary of proposals that violate the fundamental tenants of insurance such as proposing “high risk pools,” excluding the coverage of pre-existing conditions, and not requiring all Americans to have insurance. Such approaches will ultimately fail especially if the end goal is to cover all Americans with health insurance. ■



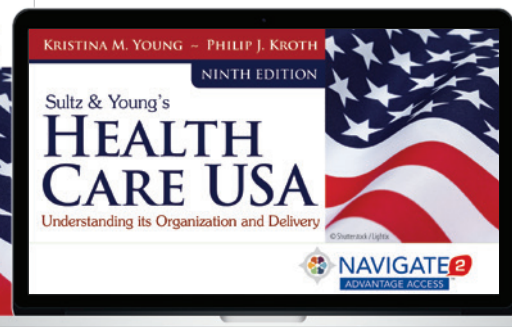
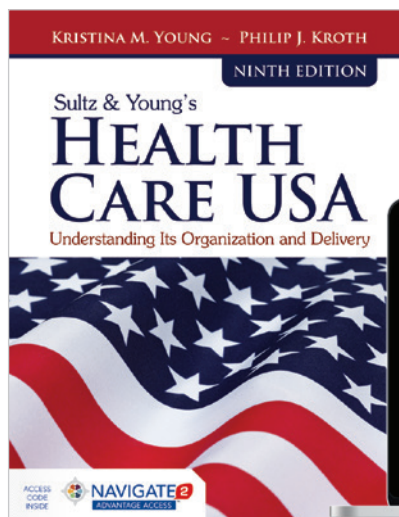
Kristina M. Young, MS is a clinical assistant professor, emerita in the Department of Epidemiology and

Environmental Health at the School of Public Health and Health Professions, State University of New York at Buffalo. For over 20 years at the University at Buffalo, she taught graduate courses in health care organization and health policy for students in the fields of public health, law, and management.



Philip J. Kroth, MD, MS is a Professor at the University of New Mexico School of Medicine. He is the Director of Biomedical

Informatics Research, Training, and Scholarship unit at the UNM Health Sciences Library and Informatics Center and the Section Chief of Clinical Informatics in the UNM Department of Internal Medicine.



## Sultz & Young's Health Care USA

*Understanding Its Organization and Delivery*

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**Kristina M. Young, MS**, School of Public Health and Health Professions, State University of New York at Buffalo

**Philip J. Kroth, MD, MS**, University of New Mexico (UNM) School of Medicine

Combining historical perspective with analysis of current trends, including the implementation of the Affordable Care Act (ACA) and the Medicare Access & CHIP Reauthorization Act (MACRA), *Sultz & Young's Health Care USA, Ninth Edition* charts the evolution of modern American health care, providing a complete examination of its organization and delivery while offering critical insight into the issues that the U.S. health system faces today.

Now with a new, highly experienced co-author Philip J. Kroth, the *Ninth Edition* explores new and evolving trends in the health care delivery marketplace and workforce including the forthcoming physician shortage, the status of the nursing profession, hospitalists, and the move of many physicians from small group practices to hospitals.

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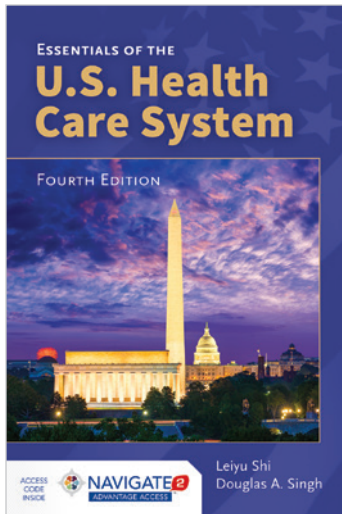
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## Essentials of the U.S. Health Care System

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**Leiyu Shi**, DrPH, MBA, MPA,  
Johns Hopkins Bloomberg School of Public Health

**Douglas A. Singh**, PhD, MBA,  
School of Business and Economics,  
Indiana University, South Bend

Written by best-selling authors Leiyu Shi and Douglas Singh, *Essentials of the U.S. Health Care System, Fourth Edition* is the most concise examination of the basic structures and operations of the U.S. health system. An ideal resource for courses in health policy, allied health, health administration, and more, the text clarifies the complexities of health care organization and finance and presents a solid overview of how the various components fit together.

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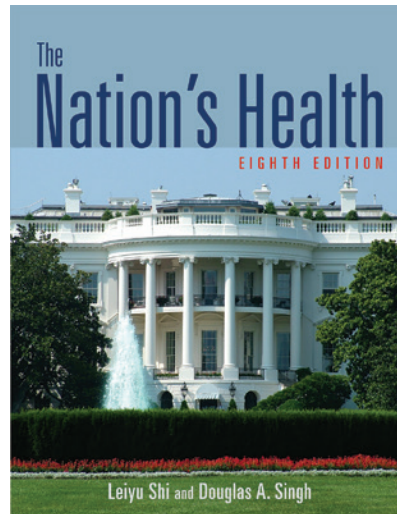
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## The Nation's Health

EIGHTH EDITION

**Leiyu Shi**, DrPH, MBA, MPA,  
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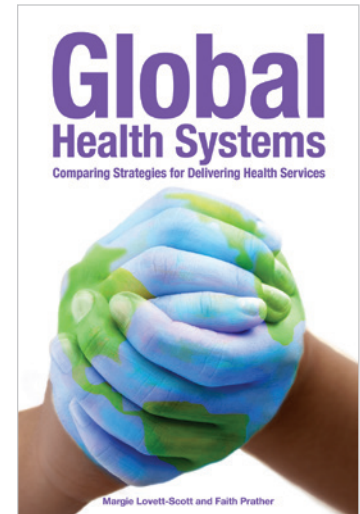
**Douglas A. Singh**, PhD, MBA,  
School of Business and Economics,  
Indiana University, South Bend

*The Nation's Health, Eighth Edition* is a collection of current and classic readings and articles that examine issues in the health of our nation. An overarching framework portrays the determinants of the nation's health and organizes the major components of the book.

Each section begins with a summary highlighting the major issues and challenges as well as an outline of the articles that follow. Articles on healthcare delivery and interventions address health determinants and improving population health from other countries in the world.

Ideal for use at the graduate and undergraduate level, the book can be used either as a stand-alone textbook or a secondary reader to a healthcare related course.

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## Global Health Systems

*Comparing Strategies for Delivering Health Services*

**Margie Lovett-Scott**, EdD, RN, FNP-BC  
**Faith Prather**, PhD

Both of SUNY, Brockport

Written as a textbook for international health, comparative studies, global health, international affairs, health administration, and public health, *Global Health Systems* helps students to think more deeply about how health care is organized. The friendly style of writing engages the learner in understanding how health systems are interdependent and stresses what one system can learn from the other. This book presents a variety of real-life, stimulating examples of what can go wrong at the health system level and practice level with suggestions for preventing future issues. Review questions are included at the end of each chapter to summarize major points and facilitate critical thinking, problem-solving, and informed decision making, particularly when addressing health care, cost, quality, and true access.

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# Why We Should Study the Health Care Systems of Other Nations

By James A. Johnson, PhD, MPA, MSc, Author of *Comparative Health Systems, Second Edition*

Students in the U.S. and in many other countries as well, too often have a limited view of health care and population health, many times failing to see beyond their own borders. This is especially so when we consider the myriad health systems that emerged in the widest range of cultures and social contexts imaginable. Each of the countries of the world has a responsibility to its citizens and residents to provide for health and well-being. Some take this responsibility seriously and others do not. Some have severe resource constraints and others do not. Given the diversity of socio-political circumstances and variations in culture and history, we now see many variations.

The World Health Organization (WHO), with its nearly 200 member countries, has stated that a well-functioning health system working in harmony is built on having trained and motivated health workers and leaders, a well-maintained infrastructure, and a reliable supply of medicines and technologies, backed by adequate funding, strong health plans, and evidence-based policies.

Students in health administration, public health, and health policy programs at all levels, would be wise to broaden their perspectives by undertaking a studying the health system around the world. By

undertaking the study of comparative health systems, students can expect to gain a better understanding of the global context of health, along with valuable knowledge and insights into various health systems that function in disparate social, political, and economic conditions across countries.

*"The future belongs to systems thinkers. By studying comparative health systems, students take a big step toward inculcating this valuable skill and perspective into their own future careers."*

**More specifically students can expect to accomplish the following in such a course or program of study:**

## Learning From Others

The health systems of the world all can serve as laboratories of learning. Each

one is a social experiment attempting to accomplish certain goals. In the U.S. for example these goals are articulated in Healthy People 2030. We learned about primary care centers from South Africa and national health insurance from Germany. Likewise, there are many health systems in the world today that are more efficient and have better outcomes than we do in the U.S. We only have to look to our neighbor, Canada to see such an example.

## The Way of Knowledge

We see comparative studies in other fields such as science and medicine. For example, an experiment, tested procedure, or new technology developed in one country utilized or imported by another country. It is no surprise that many Nobel Prizes are won by people working in international teams.

## Our Shared Global Village

We live in an increasingly interdependent world that "shrinks" in the face of rapid developments in connective technologies such as telemedicine, social media, and distance education. This also includes the ability to cross borders and span oceans in real time for meetings, diagnostic consultations, or disease surveillance. As



oft stated, disease respects no borders and I suggest that our minds not create walls, but vistas instead.

## Urgency of Systems Thinking

The future belongs to systems thinkers. By studying comparative health systems, students take a big step toward inculcating this valuable skill and perspective into their own future careers. They enhance their own capabilities in the widest range of domains, including management, leadership, and policy by better understanding interconnections and unintended consequences.

## The Future is Now

Whether one looks at climate change, pandemics, the aging global population, or any number of other challenges heretofore relegated as “the future,” we are facing all of these now and will continue to do so in the coming decades. There is a certain urgency for students and faculty to better know the world they occupy. Health challenges are real and present. Health systems are part of the solution and the ability for these systems to effectively adapt can be a matter of life and death.

## Innovation is Unexpected

The next most salient innovation in health care, public health, or health policy can occur anywhere at any time. Health systems need to innovate in order to survive, thrive, and assure their nation’s health. The innovations can be small or large, but when taken from a systems thinking perspective, the ripple effect can actually be global in scope. We certainly saw this with vaccination in the last century and will likely see many innovations that improve health outcomes in the years (or perhaps days) ahead.

## It is Fun

Studying comparative health systems is enjoyable for almost all students. I have taught this subject for twenty years and consistently have students tell me it was their favorite course. Many went on to extend their comparative study with courses in global health, international affairs, and study abroad experiences. The current generations in college and graduate school are eager to learn about other

cultures and are predisposed to learning from divergent perspectives. There seems to be an embrace of diversity and the valuing of differences. A course in comparative health systems provides just such an enriched learning opportunity.

Columbia University professor, Jeffery Sachs in his recent book, *Building the New American Economy: Smart, Fair, and Sustainable*, states “Sooner or later the United States will have to learn from the better performance of Canada, Japan, and Europe, where health care coverage, affordability, and outcomes are far better than those enjoyed by Americans.”

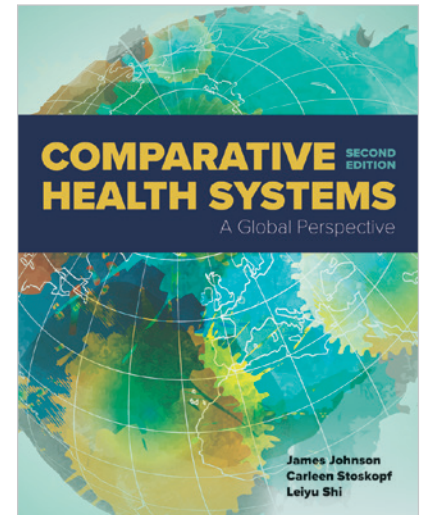
The time to learn is now and the clear path for the way forward is through the study of comparative health systems. Enjoy! ■



James A. Johnson, PhD, MPA, MS, is the author of *Comparative Health Systems: A Global Perspective, Second Edition* (with co-authors Carleen Stoskopf, ScD, and Leiyu Shi, DrPh, MBA, MPA). He is also the author of *Health Organizations: Theory, Behavior, and Development, Second Edition*.

*Edition* (with co-authors Carleen Stoskopf, ScD, and Leiyu Shi, DrPh, MBA, MPA). He is also the author of *Health Organizations: Theory, Behavior, and Development, Second Edition*.

Dr. Johnson is a medical social scientist and health policy analyst who specializes in organizational and system development. He is a Full Professor of Health Administration at Central Michigan University where he teaches courses in comparative health systems, international health, organizational behavior, and health systems thinking. He is also a Visiting Professor at St. George’s University in Grenada, West Indies, and the former Chairman of the Department of Health Administration and Policy at the Medical University of South Carolina.



## Comparative Health Systems

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**James A. Johnson**, PhD, MPA, MS, Central Michigan University and St. George’s University

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**Leiyu Shi**, DrPH, MBA, MPA, The Johns Hopkins Bloomberg School of Public Health

Global health policy, administration, and practice continue to evolve while countries throughout the world seek to balance their economic and health goals through health system reform, improvement, and modification. The second edition of *Comparative Health Systems: A Global Perspective* offers new perspectives in health administration, public health, and public policy that address evidence-based approaches to health system improvement; systems thinking at the policy level; integrated information management; macro and micro innovation, and systems sustainability.

Ideal for courses in health administration, public health, nursing, and other allied health professions, this innovative text challenges readers to reflect deeply about how health care is organized and delivered.

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# Class Exercises to Enhance Learning and Writing

By Sara Wilensky, JD, PhD, Co-author of *Essentials of Health Policy and the Law, Third Edition*

I find the first day of class as exciting as a professor as I did as a student. I have the students' attention (most, anyway) and they are open-minded and ready to learn a new subject. It does not take long, however, for the excitement to wane, the laptops to proliferate, and the empty stares to return. In order to keep the "first day of class" excitement throughout the semester, I try to incorporate various types of exercises and group activities in class.

When considering whether and what type of class exercise to include, the first step is to decide the purpose of the exercise. Common purposes include: gaining students' attention at the beginning of class, incorporating a change of pace during class, explaining content, using critical analysis skills, and improving writing skills.

## Set the Mood/Attention Grabbers

As students often arrive from a prior class or a work commitment, their focus is likely to be on other issues. Attention Grabber exercises help them become present at the beginning of class and reorient their focus to your lecture/discussion topic during class. There are various ways to incorporate Attention Grabber exercises.

## Introduce a quick oral or written discussion question that everyone can answer.

**Example:** When covering health insurance, I ask the class for any personal experiences they have had using health insurance. I use their stories to start talking about the details we will cover in class (deductibles, coverage limits, etc.).

## Provide the class with a theme or overarching question and have them respond in writing. Use their responses to stimulate class discussion.

**Example:** When covering policymaking, I have them read an article about a 50 state survey regarding health care views and write down one surprising fact from the article. We discuss why they find a particular fact surprising and use those points to provide context for the policymaking discussion.

## Give students an ungraded quiz, with or without answers.

**Example:** When discussing the uninsured, I

provide students with a paper copy of a quiz published by the Kaiser Family Foundation (<http://kff.org/quiz/uninsured-quiz/>) I do not provide the answers but we go over the questions and answers as they come up during the lecture/discussion portion of class.

## Explain Content. Exercises can be used along with or in place of lecturing as a way to convey content to students.

**Example:** In my first class of the semester, I start by having students guess the size of the federal budget (they usually have no idea) and the areas that the federal government funds. The students break into small groups and make an educated guess about how the federal government spends its money and then they research together to find the actual answer. The discussion that follows focuses on what they are surprised about in the federal budget, differences between state and federal spending, and how they conduct their research.

**Example:** When discussing the Affordable Care Act (ACA), the students break into small groups and make a short presentation on a specific area of the ACA (e.g., individual mandate, Essential Health

Benefits, state exchanges). As they make their presentation, I jump in with questions, comments, and clarifications to make sure all of the information I want conveyed is covered.

## Critical Analysis

I find my students' greatest struggle is understanding viewpoints that are not their own. To improve this skill, I often incorporate stakeholder exercises. These exercises can be designed in multiple ways.

## All In-class Exercise

I provide a fact pattern and a list of stakeholders to the class. I divide the class into groups and have them research their stakeholders in class. They must identify 1) the tools available to their stakeholder to make policy changes, 2) the key message their stakeholder would like to convey, and 3) whether the stakeholder has taken any action on the issue at hand. Each group presents their findings for class discussion.

**Example:** I provided my students with background regarding the large price increase for Epi pens produced by Mylan pharmaceuticals. The stakeholder list included: Mylan, ranking members of the House Oversight committee, ranking members of the Senate Judiciary committee, advocacy groups such as the Asthma and Allergy Foundation and AllergyKids Foundation, Pharma, and a presidential candidate.

## Take-home/In-class Exercise

I provide background information on a topic in class. I split the class into groups and assign stakeholders. Their homework assignment is to individually research their stakeholder's position on the issue. At the beginning of the next class I give the groups time to consult about their research and develop a group 2-minute elevator speech that includes 1) the group's policy position/proposal and 2) key evidence and arguments to support their position/proposal. One member per group presents the group's elevator speech and the class discusses the strengths and weaknesses of the speech.

**Example:** I provided my class with general background about ACA state exchanges and gave them the policy question of how

to improve the exchanges. I split them into stakeholder groups, such as insurance companies, states, consumers, providers, non-user taxpayers, and presidential candidates.

## Writing Skills

Learning to write well, formally, clearly, and concisely are skills that are useful in all disciplines. Revision is the key to improving writing. As professionals, we would never submit a first draft of any kind of document, yet we design our assignments to encourage such behavior. While the highly motivated student may finish an assignment well before the due date and ask friends to review a document, many students write up until the due date (no matter how much lead time we give them) and then hand in their assignment. Most professors grade and comment on an assignment and return it, hoping students will apply their comments to the next assignment (which may or may not have similar requirements).

In order to provide clear opportunities to improve writing, I prefer to use short written assignments with revisions. The revisions force students to think about their professors' comments and apply them to the next draft.

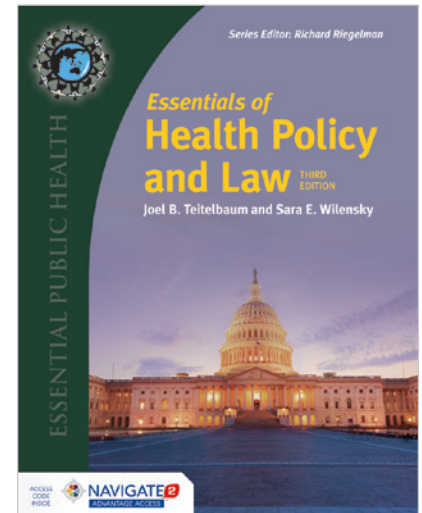
**(Continue reading full article at:**  
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*The author would like to thank colleagues Anne Markus, Katie Horton, and Carol Hayes for their assistance in the development of these exercises.*



Sara E. Wilensky, JD, PhD, is Special Services Faculty for Undergraduate Education in the Department of Health

Policy at the Milken Institute School of Public Health at the George Washington University. She is also the Director of the Undergraduate Program in Public Health.



## Essentials of Health Policy and Law

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*Essentials of Health Policy and Law, Third Edition* provides students of public health with a firm foundation of the basics of American health policy and law.

Given the prominent role played by policy and law in the health of all Americans, the aim of this book is to help readers understand the broad context of health policy and law, the essential policy and legal issues impacting and flowing out of the health care and public health systems, and the way health policies and laws are formulated. Think of this textbook as an extended manual—introductory, concise, and straightforward—to the seminal issues in U.S. health policy and law, and thus as a jumping off point for discussion, reflection, research, and analysis.

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# Health Policy Analysis

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Drawing from the perspectives of a variety of disciplines, this innovative text is unlike any others of its kind. *Health Policy Analysis: An Interdisciplinary Approach, Third Edition* analyzes current U.S. health policy and proposes various alternatives for developing future health policy without pushing a single solution set—rather, it considers the viewpoints of economics, political science, management, communications, technology, and public health.

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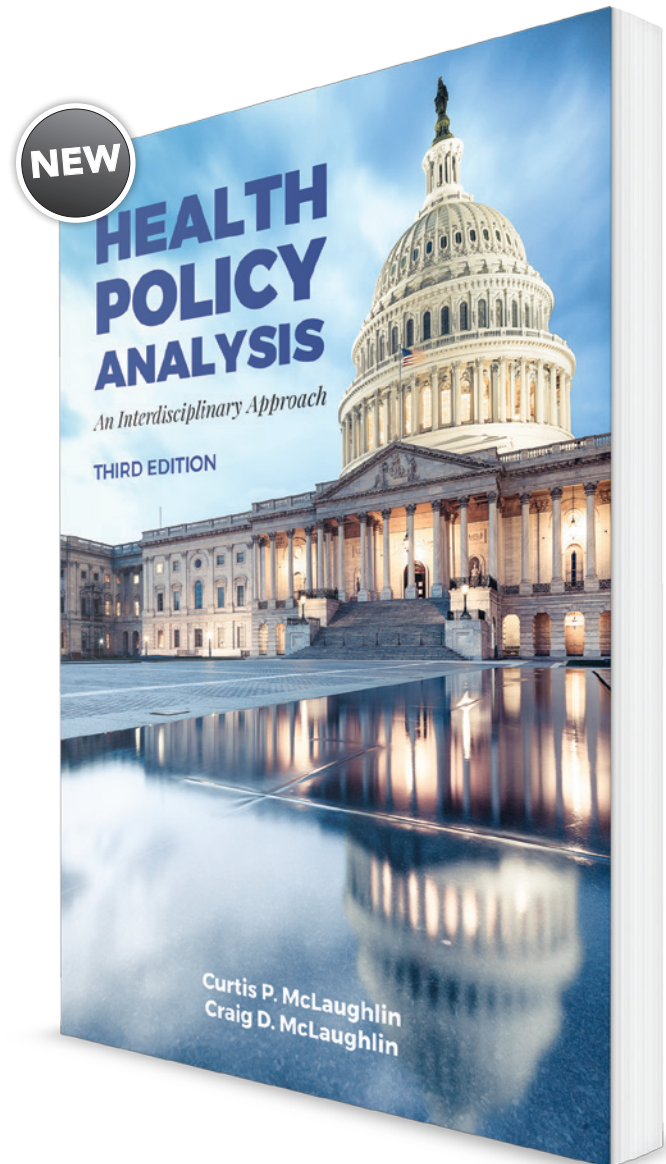
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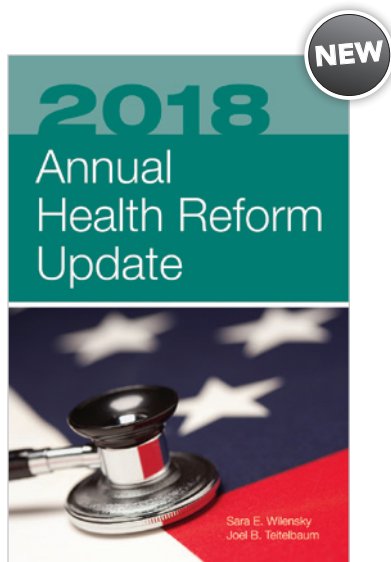
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## 2018 Annual Health Reform Update

**Joel B. Teitelbaum**, JD, LLM

**Sara E. Wilensky**, JD, PhD

Both of The George Washington University Milken Institute School of Public Health

U.S. federal health policymaking continues to be at the top of the agenda on both sides of the congressional aisle. The implementation and effect of health reform on the lives of tens of millions of Americans is—and will continue to be—an ongoing, dynamic process for the federal government, states, employers, insurers, providers, patients and others.

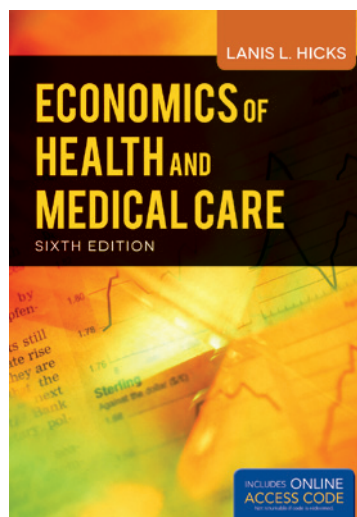
This short supplement updates the Health Reform in the United States chapter of the third edition of *Essentials of Health Policy and Law*, with which it comes automatically bundled at no additional cost to your students.

This 2018 supplement updates regulatory changes and court decisions concerning the Affordable Care Act (ACA) and also includes a detailed discussion of the H.R. 1628, a bill proposed by the U.S. Senate in summer 2017 in an effort to repeal and replace key components of the ACA. It concludes with an assessment of the current political environment and key issues going forward.

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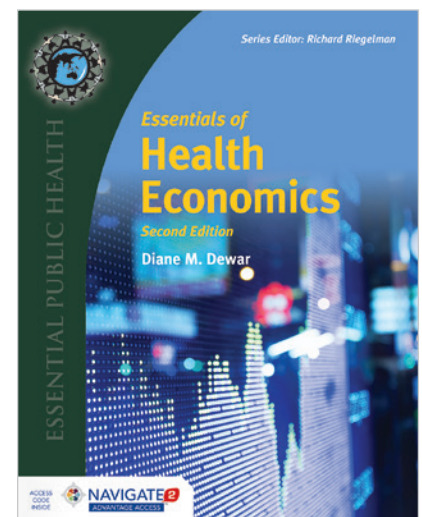
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**Diane M. Dewar**, PhD, School of Public Health, University at Albany, SUNY

Through the use of numerous examples and profiles related to the field, this book examines health economics and its relationship to health policy issues.

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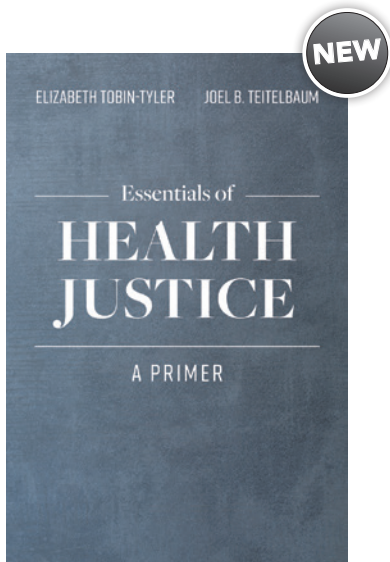
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## Essentials of Health Justice

### A Primer

**Elizabeth Tobin-Tyler**, JD, MA, Brown University School of Public Health  
**Joel B. Teitelbaum**, JD, LLM, The George Washington University Milken Institute School of Public Health

*Essentials of Health Justice* is a short, stand-alone text or supplemental primer for a wide range of undergraduate and graduate public health, health policy, medical, nursing, health administration, and other health profession courses that focus on or include content on the social determinants of health, underserved populations, health equity, and the relationship between social justice and health.

*Essentials of Health Justice* will serve to enhance discussion of the many legal, structural, and policy issues underlying health disparities; the various public health and health care interventions geared toward improving access and better outcomes for vulnerable populations; and the ways in which the nation can better achieve health equity and justice.

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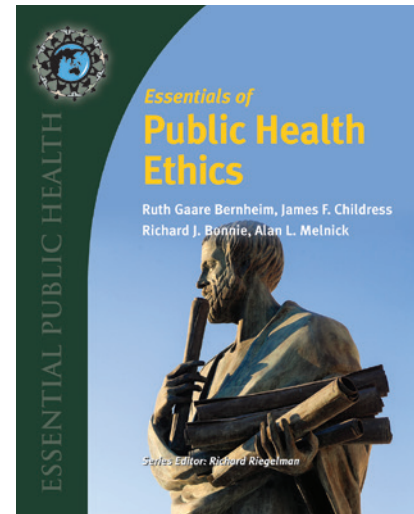
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## Essentials of Public Health Ethics

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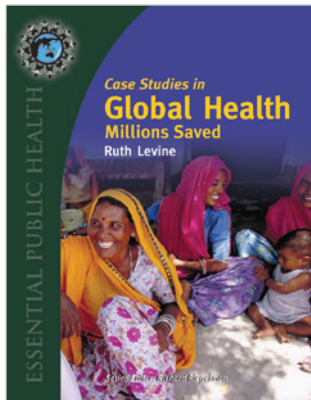
As threats of infectious disease grow and the nation confronts chronic health problems such as diabetes and obesity, health professionals, citizens, and community stakeholders must address increasingly complex ethical conflicts about public health policies and practices.

*Essentials of Public Health Ethics* introduces students to the field of public health ethics and integrates materials, concepts, and frameworks from numerous fields in public health, such as health promotion, environmental health, and health policy. The authors investigate the evolution and impact of the concept of “the public” over time. The text is written in a way that presupposes no previous exposure to the philosophical concepts but at the same time provides challenging cases for students who do have more advanced knowledge, making this a resource that can be used in both graduate and undergraduate courses alike.

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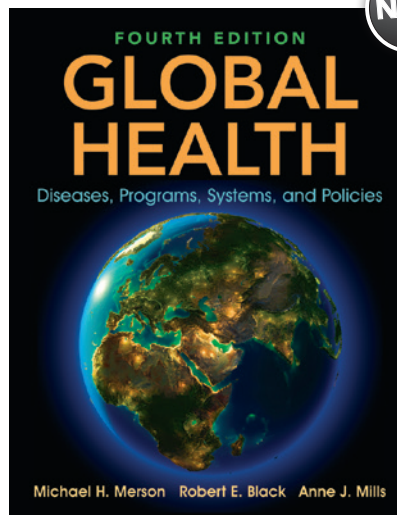
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*Global Health: Diseases, Programs, Systems, and Policies, Fourth Edition* brings together contributions from the world's leading authorities into a single comprehensive text. It thoroughly examines the wide range of global health challenges facing low- and middle-income countries today and the various approaches nations adopt to deal with them. These challenges include measurement of health status, infectious and chronic diseases, injuries, nutrition, reproductive health, global environmental health, and complex emergencies.

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Michael H. Merson, MD, is the founding director of the Duke Global Health Institute. A graduate of Amherst

College and the State University of New York, Downstate Medical Center, Dr. Merson was a medical intern and resident at Johns Hopkins Hospital. He later worked in the Enteric Diseases Branch at the Centers for Disease Control and served as the Chief Epidemiologist at the Cholera Research Laboratory in Dhaka, Bangladesh.

Dr. Merson served as a Medical Officer and Director for the World Health Organization (WHO) Diarrheal Diseases Control Program. He was also appointed Director of the WHO Acute Respiratory Infections Control Program and as Director of the WHO Global Program on AIDS. This Program was operational worldwide and responsible for mobilizing and coordinating the global response to the HIV/AIDS pandemic.

In April 1995, he joined Yale University School of Medicine as its first Dean of Public Health and as Professor and Chairman of the Department of Epidemiology and Public Health. He also led a number of training programs that strengthened the capacity of scientists in Russia, China, India, and South Africa to undertake HIV/AIDS prevention research.

Dr. Merson has authored more than 175 articles, primarily in the area of disease prevention.



# The New SDGs: The Key to Global Peace and Economic Prosperity?

By Kathryn H. Jacobsen, PhD, MPH, Author of *Introduction to Global Health, Third Edition*

The Millennium Development Goals (MDGs) spelled out an ambitious plan for significantly reducing global poverty between 2000 and 2015, and they were very successful at pulling together diverse partners to work toward change. The eight MDGs were adopted by the United Nations, endorsed by nearly 200 countries across the globe, and championed by countless governmental agencies, charitable organizations, and a growing number of global health partnerships that financed and implemented action plans. In just the first fifteen years of the 21st century, the number of people living on less than \$1 per day dropped substantially and significant progress was made toward alleviating hunger, preventing maternal and child mortality, and controlling HIV/AIDS and malaria.

The next generation of global goals—the Sustainable Development Goals (SDGs)—were launched at the end of 2015. The SDGs spell out 17 goals for enhancing human flourishing by 2030. More than 160 targets call for continued improvements in poverty reduction, nutrition, health, education, gender equality, clean water and sanitation, affordable and clean energy, decent work, infrastructure and technology development, human rights, sustainable urbanization, responsible production and consumption, climate and environment, peace, and governance. The SDGs seek to promote economic prosperity while upholding human rights, protecting the planet, and

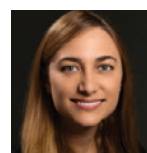
fostering peace and security. All of the goals are interdependent, and all are inextricably tied to health. Improvements in any of the 17 areas will yield benefits for population health, and improvements in health status will enable other SDGs to be achieved.

*“...there is an increasing recognition that effective global health partnerships yield benefits for everyone.”*

Most of the MDGs were targeted at improving quality of life among the world's poorest people. The SDGs retain those aims while adding a lengthy list of objectives that apply to countries across the income spectrum. For example, the SDGs include targets for preventing new hepatitis B virus infections; reducing the number of adults who die before age 70 from cardiovascular diseases, cancers, and other noncommunicable diseases; reducing the suicide mortality rate; increasing access to treatment for substance use disorders; and reducing deaths from road traffic injuries and violence. These conditions affect people in every country, and all countries have the opportunity under the SDGs to track their progress toward improving health metrics related to these concerns.

As the world transitions from the MDG era to the SDG era, the field of global

health is also maturing. While global health continues to have a special emphasis on the health of the world's poorest and most vulnerable populations, there is an increasing recognition that effective global health partnerships yield benefits for everyone. A greater variety of socioeconomic, environmental, and clinical and public health interventions are being embraced as part of the global health toolkit. The landscape for financing and implementing global health initiatives is shifting to include innovative new mechanisms for fostering change. Noncommunicable diseases, mental health, and injuries have joined infectious diseases, reproductive health, and nutrition as global health priorities. The SDGs are creating exciting new opportunities for people from diverse academic disciplines and professional backgrounds to work together to support the health, wellbeing, and security of people across the lifespan and across the globe. ■



Kathryn H. Jacobsen, PhD, MPH is Professor of Epidemiology and Global Health in the College of Health and Human

Services at George Mason University. She is also the author of *Introduction to Global Health, Third Edition* and *Introduction to Health Research Methods, Second Edition*.

# Introduction to Global Health

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**Kathryn H. Jacobsen**, PhD, MPH, College of Health and Human Services, George Mason University

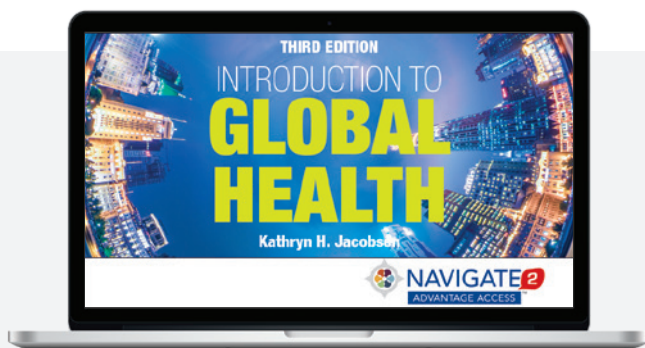
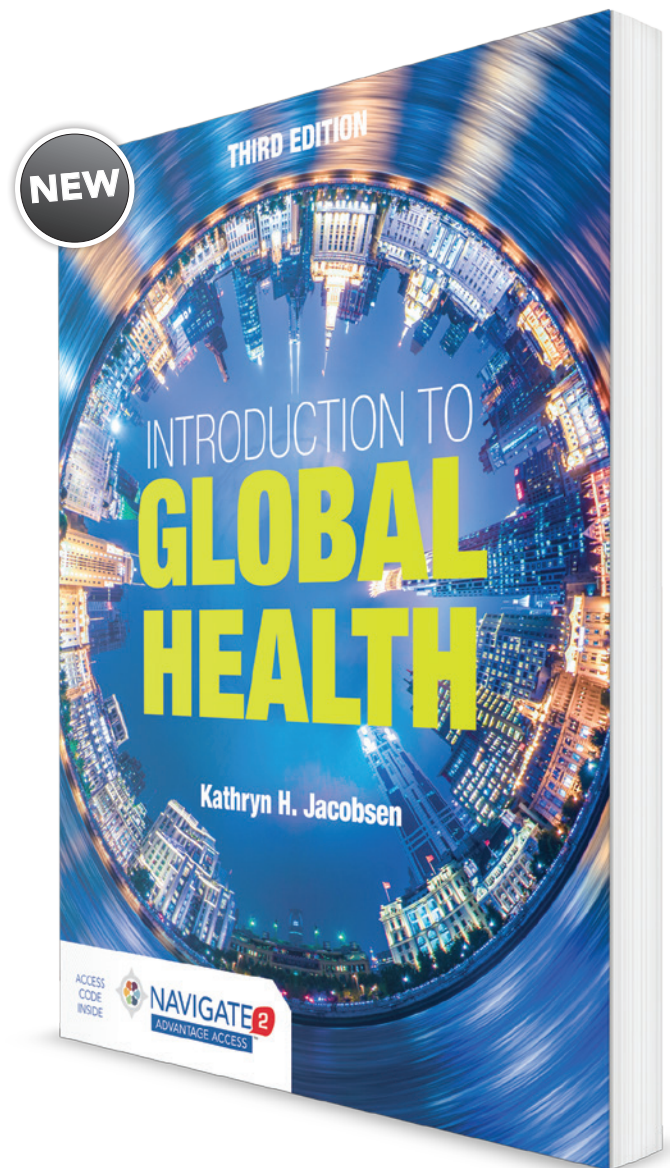
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Global health is a dynamic multidisciplinary field that uses a diversity of interventions to promote economic growth, support human rights, mitigate threats to security, and help people around the world live longer, healthier lives. The third edition of *Introduction to Global Health* has been significantly expanded to encompass the full spectrum of topics that are now included as part of the global health agenda.

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# The Quest for Universal Health Coverage

By Richard Skolnik, MPA, Author of *Global Health 101, Third Edition*

The quest for Universal Health Coverage (UHC) is central to all efforts in global health. Indeed, all high-income countries, except the United States, have had a system of universal health coverage for some time and all low- and middle-income countries have at least a commitment in principle to achieving UHC as soon as possible.

In this context, it is important for those of us who teach global health to understand the concept of UHC, some of the key reference materials that deal with UHC, and some of the countries that we want our students to study to best understand the “quest for universal health coverage.”

## The World Health Organization (WHO) defines Universal Health Coverage as:

“ensuring that all people have access to needed promotive, preventive, curative and rehabilitative **health** services, of sufficient quality to be effective, while also ensuring that people do not suffer financial hardship when paying for these services.”

In 2010, WHO issued a report called *Health systems financing – the path to universal coverage* (<http://www.who.int/whr/2010/en/>) that laid out a basic framework for considering universal coverage and how to pay for it. The report also included a well-known graphic – the “**universal health coverage box**” that highlights the key questions that countries must address as they move toward universal health coverage:

## Who should be covered, for what services, and for what services will the health system pay?

As we work with students to deal with these questions, what are some of the other key materials that we can use?

Undergraduate students generally have little familiarity with the goals of health systems and how different countries organize, manage, and finance them. Thus, it is valuable for us to expose students to an overview of health systems and the concept of UHC, before we address UHC in greater depth. For this, I hope faculty and students will find helpful the health systems chapter of my *Global Health 101, Third Edition*, textbook.

Some faculty may wish to complement this reading by asking students to review the video sessions that relate to health systems and UHC of my massive open online course (MOOC) *Essentials of Global Health* (<https://www.coursera.org/learn/essentials-global-health>). This would include Session 9 on “The Organization and Management of Health Systems” and Session 10 on “Health Expenditures, the Quest for UHC and Pharmaceuticals.”

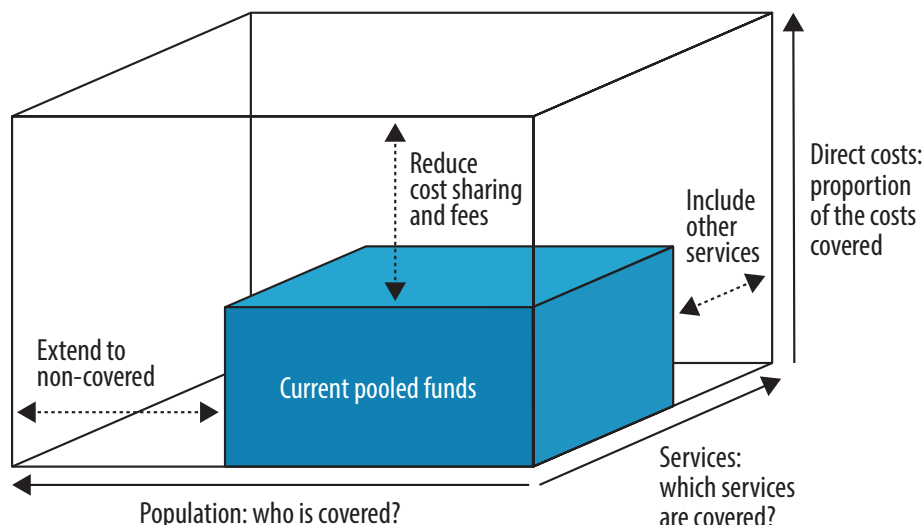
For those who wish to pursue UHC in greater depth, a valuable starting point would be *The Lancet* 2012 series on Universal Health Coverage ([http://www.thelancet.com/journals/lancet/issue/vol380no9845/PIIS0140-6736\(12\)X6037-9](http://www.thelancet.com/journals/lancet/issue/vol380no9845/PIIS0140-6736(12)X6037-9)).

[thelancet.com/journals/lancet/issue/vol380no9845/PIIS0140-6736\(12\)X6037-9](http://www.thelancet.com/journals/lancet/issue/vol380no9845/PIIS0140-6736(12)X6037-9).

*The Lancet* has also produced other series on UHC, including one, for example, on Latin America – “Universal Health Coverage in Latin America” (<http://www.thelancet.com/series/latin-america-UHC>) and another on the role of the private sector in achieving UHC – “Universal Health Coverage: markets, profit, and the public good” (<http://www.thelancet.com/series/private-sector-health>).

*The Lancet* Commission on Investing in Health also produced a report with many valuable insights about efforts by low- and middle-income countries to achieve universal health coverage: *Global health 2035, a world converging within a generation* (<http://www.thelancet.com/commissions/global-health-2035>).

The third edition of *Disease Control Priorities* (<http://dcp-3.org/>) will shortly issue an important volume that focuses on universal health coverage. This will include



## Three dimensions to consider when moving towards universal coverage

Dimensions of universal health coverage. Source: Robert Emrey presentation to workshop, July 29, 2014; WHO, 2015b.



an analysis of what a model “universal health coverage package” might include in low-, lower middle-, and upper middle-income countries. This information should add substantial value to the discussions of universal health coverage. The summary of these findings will also be published in *The Lancet* in late 2017.

Of course, even if students get a good grasp of the concepts in the above materials, they are still likely to be interested in examples of how different countries have sought to achieve UHC.

**“Undergraduate students generally have little familiarity with the goals of health systems and how different countries organize, manage, and finance them.”**

A good point of departure for this information will be the Commonwealth Fund annual report on health systems in the high-income countries, such as *International Profiles of Health Care Systems* (<http://www.commonwealthfund.org/publications/fund-reports/2017/may/international-profiles>). The Commonwealth Fund also publishes a range of related materials that compare and contrast the health systems of high-income countries. Such materials will be of special importance for American students, given the current debate about what the U.S. healthcare system should look like.

There is also an increasing range of studies about efforts to achieve UHC in low- and middle-income countries. The World Bank produced one important compilation of such studies: *Universal Health Coverage Study Series (UNICO)* (<http://www.worldbank.org/en/topic/health/publication/universal-health-coverage-study-series>).

As we all know, however, there is never enough time to cover all the materials that we want to cover or believe we must cover. I would probably expose my students to case

studies of some of the following countries if I wanted them to see a range of efforts to achieve UHC:

**High-income countries** – The National Health System (NHS) of the United Kingdom and the social insurance systems of the Netherlands, Germany, and Taiwan

**Cuba** – The last “completely government owned and operated system”

**Africa** – Ghana and its NHS style approach and Rwanda’s community-based insurance schemes

**Latin America** – Costa Rica’s national health system; Chile and its insurance program; Argentina and its Plan Nacer; Mexico and its efforts to achieve UHC through Seguro Popular; and Brazil and its efforts to create a more unified health system through the Sistema Unico do Saude

**Southeast Asia** – Thailand has been a “model” in many ways of a middle-income country that sought to achieve UHC in fair ways. Learning about the development of the Thai health system is important for any student of global health. It will also be interesting to follow the progress toward UHC in Indonesia and Vietnam, which appear to be learning much from the Thai experience.

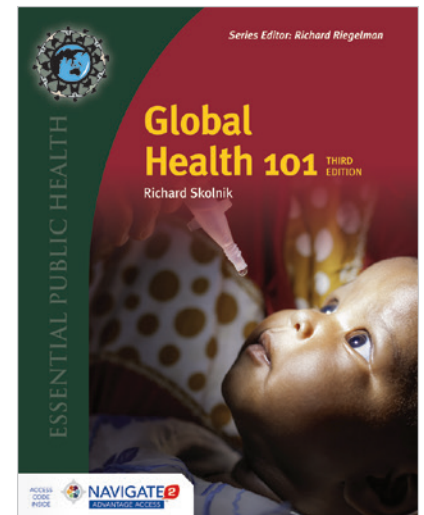
**Turkey** – This country has made impressive gains in addressing UHC and in improving health outcomes related to UHC.

**China and India** – Both China and India are of immense importance and following their efforts to develop UHC will also be very important, including learning from the important gaps they still face in meeting this goal. ■

*Brie Adderly, Robert Hecht, Greg Martin, and Rachel Strodel kindly offered comments in the draft of this blog.*



Richard Skolnik is the author of *Global Health 101, Third Edition*. He has spent over 40 years working in international development and health. He also taught global health to undergrads, and grad students in public health and business for 15 years at the George Washington University and Yale.



## Global Health 101

THIRD EDITION

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**Richard Skolnik**, MPA, Yale School of Public Health

Rated by an independent panel as the best introductory Global Health text for undergraduates, *Global Health 101, Third Edition* is a clear, concise, and user-friendly introduction to the most critical issues in global health.

It illustrates key themes with an extensive set of case studies, examples, and the latest evidence. Particular attention is given to the health-development link, to developing countries, and to the health needs of poor and disadvantaged people.

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# Fundamental Mathematics for Epidemiology Study

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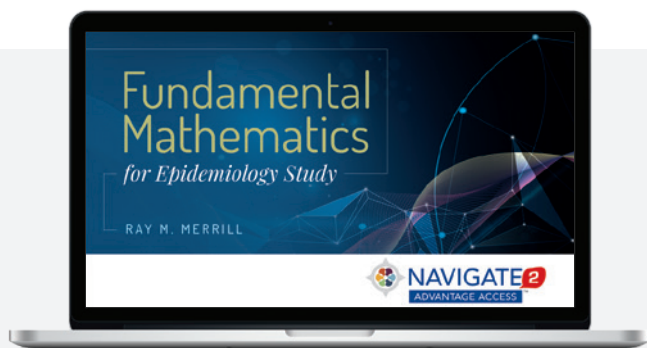
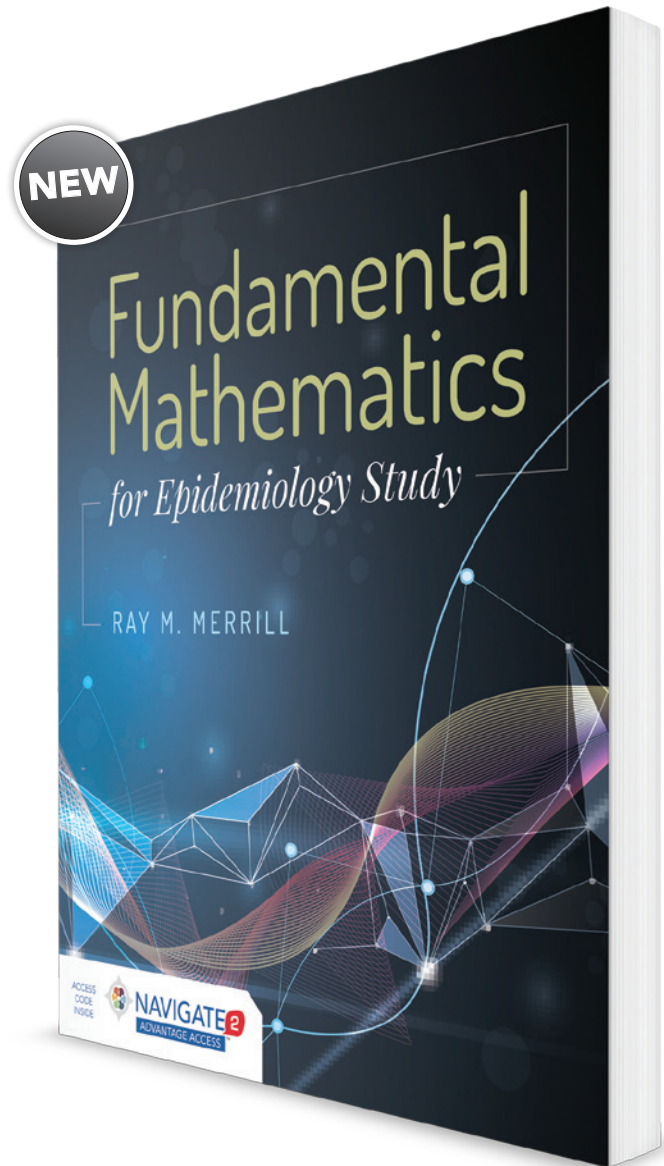
**Ray M. Merrill**, PhD, MPH, Brigham Young University

Mathematical concepts and their applications are fundamental to epidemiology. However, many public health students lack adequate quantitative background and find themselves struggling with simple math such as converting fractions to decimals; filling in 2 by 2 tables; reading story problems; understanding the difference between ratios, proportions, and rates; and connecting selected math concepts to epidemiologic study designs. Other students have been taught the math principles that deal with epidemiology, but did not learn how to apply these mathematical tools to research study designs.

As the first of its kind, this book reviews fundamental math concepts and procedures for epidemiology. Students will learn how to connect the math principles and procedures to the epidemiologic study designs. They will also will gain opportunities to apply the math principles to real-life problems and case studies.

## KEY FEATURES:

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- Offers a pre- and post-test in each chapter to allow students to test out what they've learned. The pretest identifies current understanding and application ability. Students are then provided tailored feedback on what they need to focus on in the lesson. The post-test identifies where deficiencies were met or if the student needs to go back and review certain concepts or procedures again.



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# Epidemiology 101

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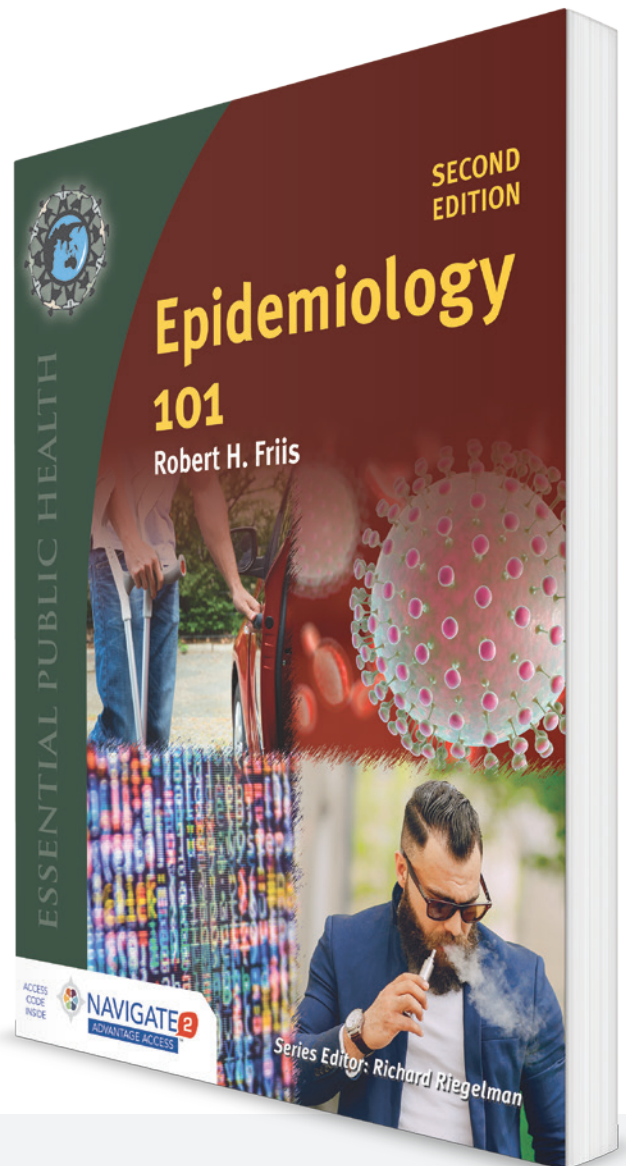
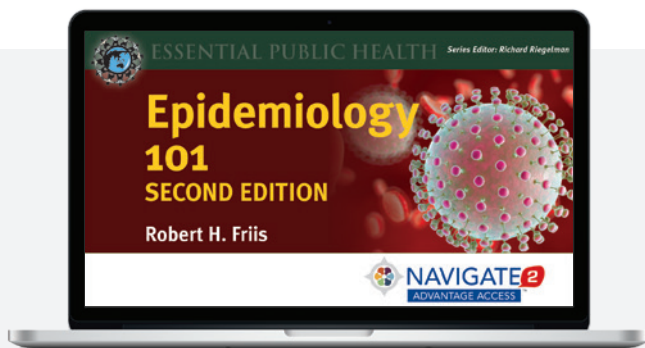
**Robert H. Friis**, PhD, California State University, Long Beach

Designed to fulfill the four essential learning outcomes of Liberal Education and America's Promise (LEAP)—a campaign of the Association of American Colleges and Universities (AAC&U)—*Epidemiology 101* meets the needs of instructors teaching an overview or introductory course in epidemiology.

Using a clear, cohesive writing style, *Epidemiology 101, Second Edition* covers the basics of infectious disease epidemiology, environmental epidemiology, molecular epidemiology, and psychosocial/behavioral epidemiology. Numerous tables and charts throughout the text capture the reader's interest and enhance learning.

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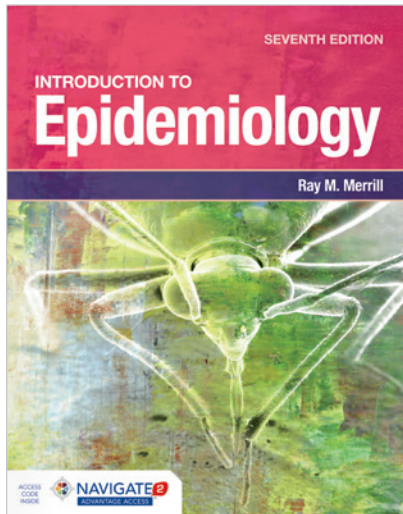
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## Introduction to Epidemiology

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**Ray M. Merrill**, PhD, MPH, Brigham Young University, Utah

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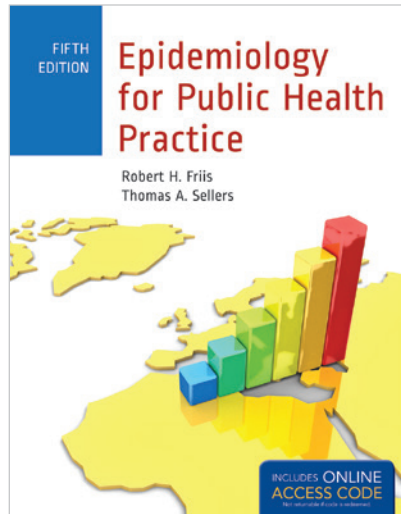
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## Epidemiology for Public Health Practice

FIFTH EDITION

**Robert H. Friis**, PhD, California State University, Long Beach

**Thomas A. Sellers**, PhD, MPH, University of South Florida

*Epidemiology for Public Health Practice, Fifth Edition* offers comprehensive coverage of all the major epidemiologic concepts. With extensive treatment of the heart of epidemiology—from study designs to descriptive epidemiology to quantitative measures—this reader-friendly text is accessible and interesting to a wide range of beginning students in all health-related disciplines. A unique focus is given to real-world applications of epidemiology and the development of skills that students can apply in subsequent course work and in the field.

The *Fifth Edition* offers updated material throughout, including coverage of the 2009 H1N1 pandemic, 2010 Census data, a look at the *Healthy People 2020* overarching goals, and salary information on epidemiology as a profession. This edition also features many new charts and illustrations, as well as coverage of new topics related to the epidemiologic aspects of the environment, such as global warming, the BP oil spill, and the Japanese tsunami.

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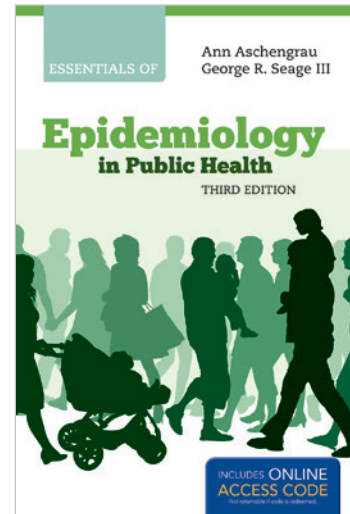
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## Essentials of Epidemiology in Public Health

THIRD EDITION

**Ann Aschengrau**, ScD, Boston University, School of Public Health

**George R. Seage III**, ScD, Harvard School of Public Health

Successfully tested in the authors' courses at Boston University and Harvard University, *Essentials of Epidemiology in Public Health, Third Edition* combines theory and practice in presenting traditional and new epidemiologic concepts. Broad in scope, the text opens with five chapters covering basic concepts and data sources. A major emphasis is placed on study design, with separate chapters devoted to each of the three main analytic designs: experimental, cohort, and case-control studies.

Full chapters on bias, confounding, and random error, including the role of statistics in epidemiology, ensure that students are well-equipped with the necessary information to interpret the results of epidemiologic studies. An entire chapter is also devoted to the concept of effect measure modification, an often-neglected topic in introductory textbooks. Up-to-date examples from the epidemiologic literature on diseases of public health importance are provided throughout the book.

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# Essentials of Biostatistics in Public Health

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**Lisa M. Sullivan**, PhD, Boston University School of Public Health

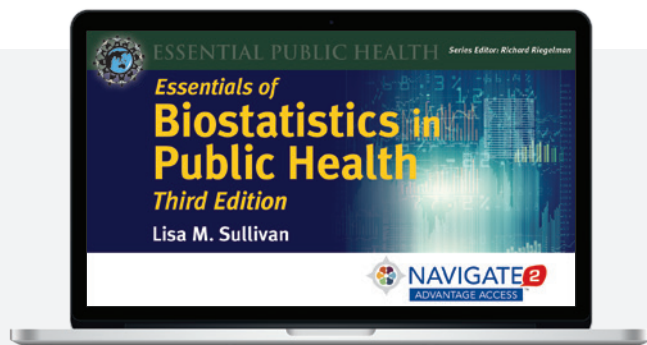
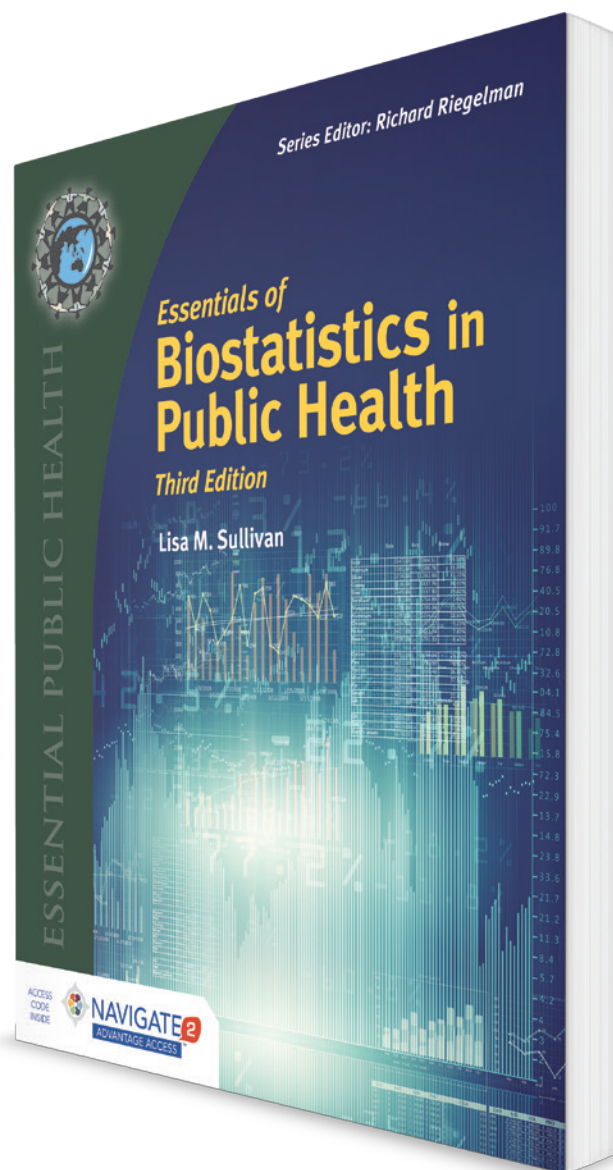
*Essentials of Biostatistics in Public Health, Third Edition* provides a fundamental and engaging background for students learning to apply and appropriately interpret biostatistics applications in the field of public health. Many examples are drawn directly from the author's remarkable clinical experiences with the renowned Framingham Heart Study, making this text practical, interesting, and accessible for those with little mathematical background. The examples are real, relevant, and manageable in size so that students can easily focus on applications rather than become overwhelmed by computations.

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The text comes packaged with an access code card that gives your students access to an online workbook for statistical computing using Microsoft Excel. The online workbook is available in both Mac and PC versions.

## UPDATES TO THE *THIRD EDITION*:

- New chapter on data visualization and interpretation
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- New integrative exercises that allow students to practice biostatistical analysis with real data using Excel



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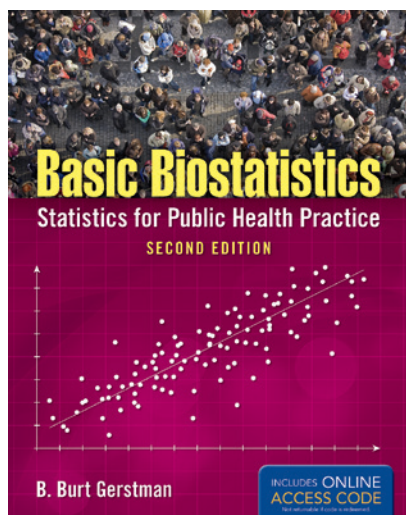
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## Basic Biostatistics

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**B. Burt Gerstman**, PhD, MPH,  
San Jose State University

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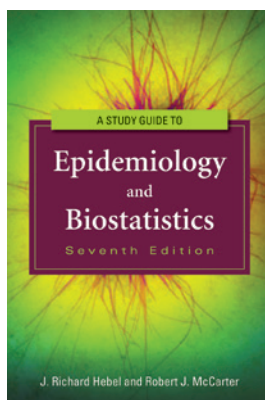
This book is organized into three parts: Part I addresses basic concepts and techniques, Part II covers analytic techniques for quantitative response variables, and Part III covers techniques for categorical responses. With language, examples, and exercises that are accessible to students with modest mathematical backgrounds, this is the perfect introductory biostatistics text for undergraduates and graduates in various fields of public health.

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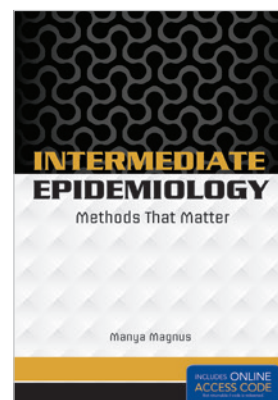


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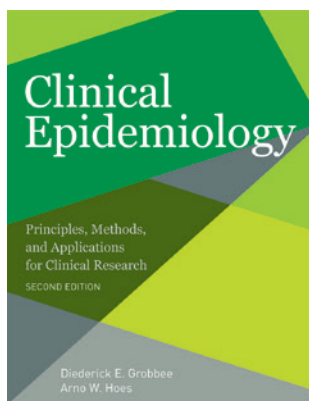
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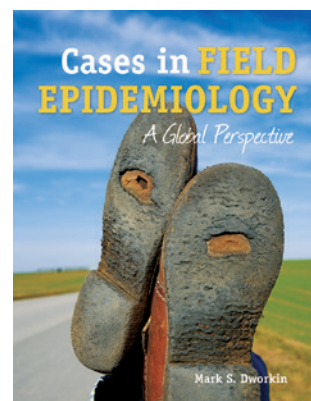
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## Cases in Field Epidemiology

*A Global Perspective*

**Mark S. Dworkin**, MD, MPH&TM, FACP, University of Illinois at Chicago, School of Public Health

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# Epidemiology

## *Beyond the Basics*

FOURTH EDITION

**Moyses Szklo**, MD, DrPH, Johns Hopkins Bloomberg School of Public Health

**Javier Nieto**, MD, PhD, University of Wisconsin Medical School

Written for those who are familiar with the basic strategies of analytic epidemiology, *Epidemiology: Beyond the Basics* takes readers through a more rigorous discussion of key epidemiologic concepts and methods, such as study design, measures of association, research assessment, and more.

With real-life examples throughout, the book avoids complex statistical formulations and is an invaluable resource for intermediate students and practicing epidemiologists who wish to expand their knowledge of epidemiology and its role in the medical and public health sciences.

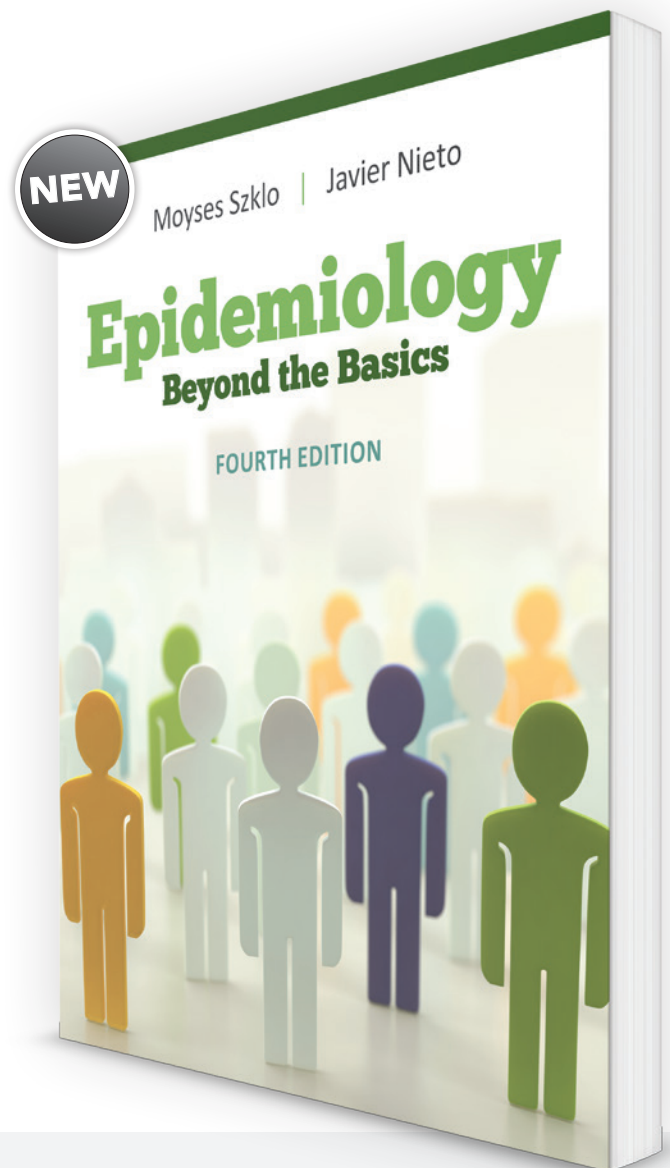
The *Fourth Edition* offers updated examples and new exercises in each chapter as well as many new discussions of topics, such as: prevalence ratios vs. odds ratios; inverse probability weighting as a technique for correcting for selection bias; regression to the mean as a source of confounding (Glymour bias); mediation analysis; correction for competing causes in multivariate analysis; the extension of the Cox model for the analysis of nested case-control studies; multilevel analysis; translational epidemiology and much more.

This edition also offers an updated package of instructor materials, including an instructor's manual, PowerPoint lecture slides, and a test bank.

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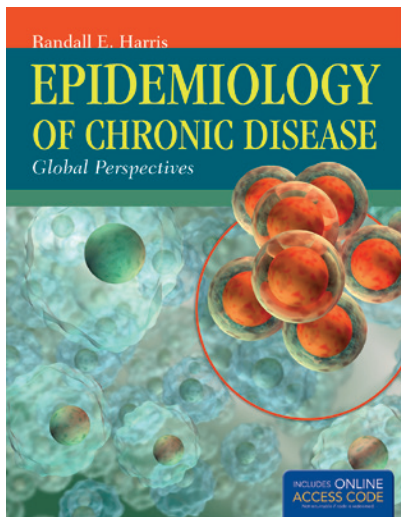
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Appendix F: Exercises-Answers



## Epidemiology of Chronic Disease

### Global Perspectives

**Randall E. Harris, MD, PhD**, College of Public Health & College of Medicine, The Ohio State University Medical Center

This comprehensive resource on the epidemiology, etiology, pathogenesis, risk factors, and preventive factors of forty common chronic diseases provides readers with a foundation for examining current hypotheses regarding chronic disease epidemiology.

An introductory chapter examines the new public health environment in which chronic diseases have replaced acute infectious conditions concurrent with improved health care and increasing longevity in many populations of the world. Subsequent sections cover cardiovascular and cerebrovascular diseases, major forms of cancer, diseases of the respiratory tract, metabolic and digestive diseases, musculoskeletal diseases, neurodegenerative diseases, and finally, three infectious diseases that often manifest as chronic conditions.

Special sections in each chapter focus on controversial topics that can serve as a launching point for classroom discussion.

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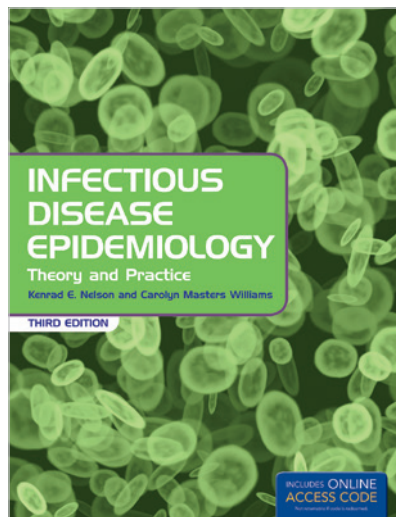
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## Infectious Disease Epidemiology

### Theory and Practice

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**Kenrad E. Nelson, MD**, Johns Hopkins Bloomberg School of Public Health  
**Carolyn Masters Williams, PhD, MPH**, National Institutes of Health

This comprehensive volume is recognized as the most authoritative review of the epidemiology of infectious disease. Divided into five sections, it covers methods in infectious disease epidemiology, airborne transmission, diarrheal diseases, blood and body fluid as a reservoir of infectious diseases, and vector-borne and parasitic disease. Separate chapters cover methodological issues, pathogenesis, and comprehensive reviews of virtually all known infectious diseases.

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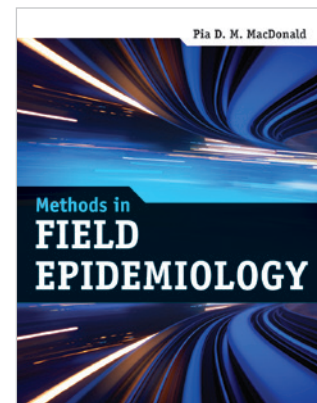
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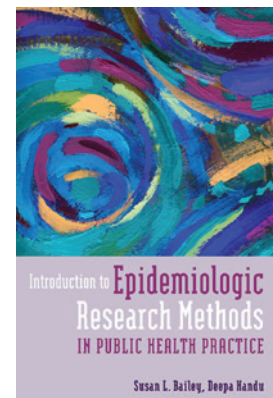
## Methods in Field Epidemiology

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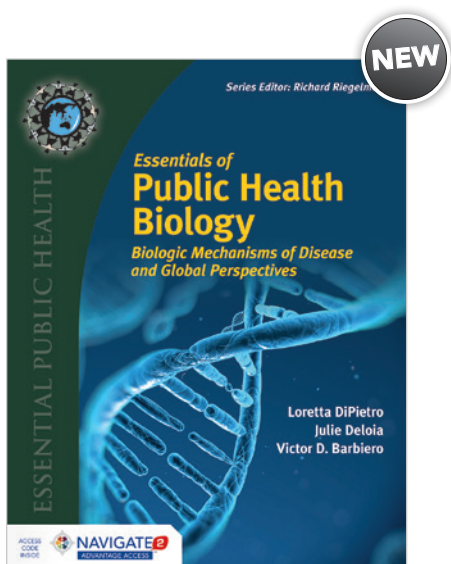
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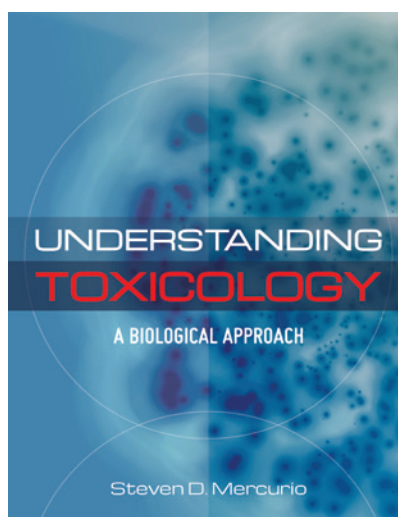
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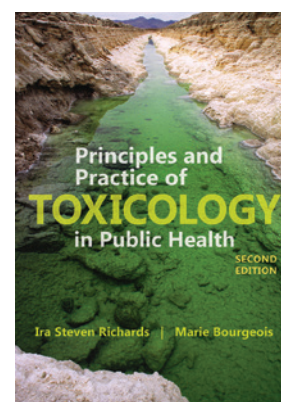
- Uses lively, engaging examples, making the text fun and easy to read and understand
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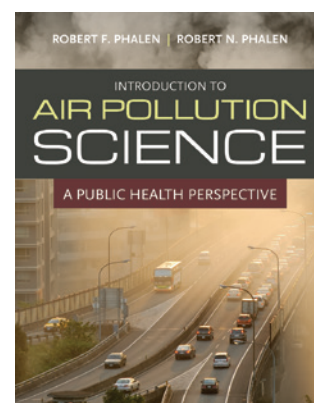
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# Essentials of Environmental Health

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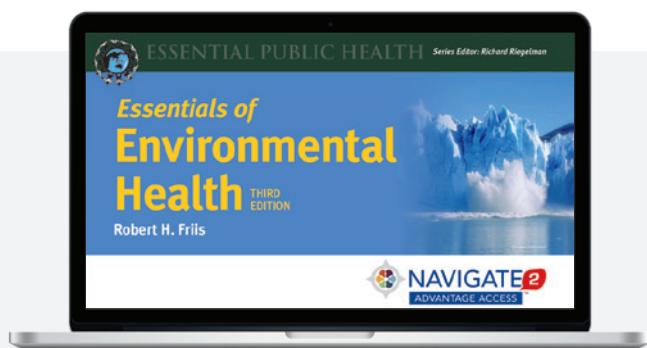
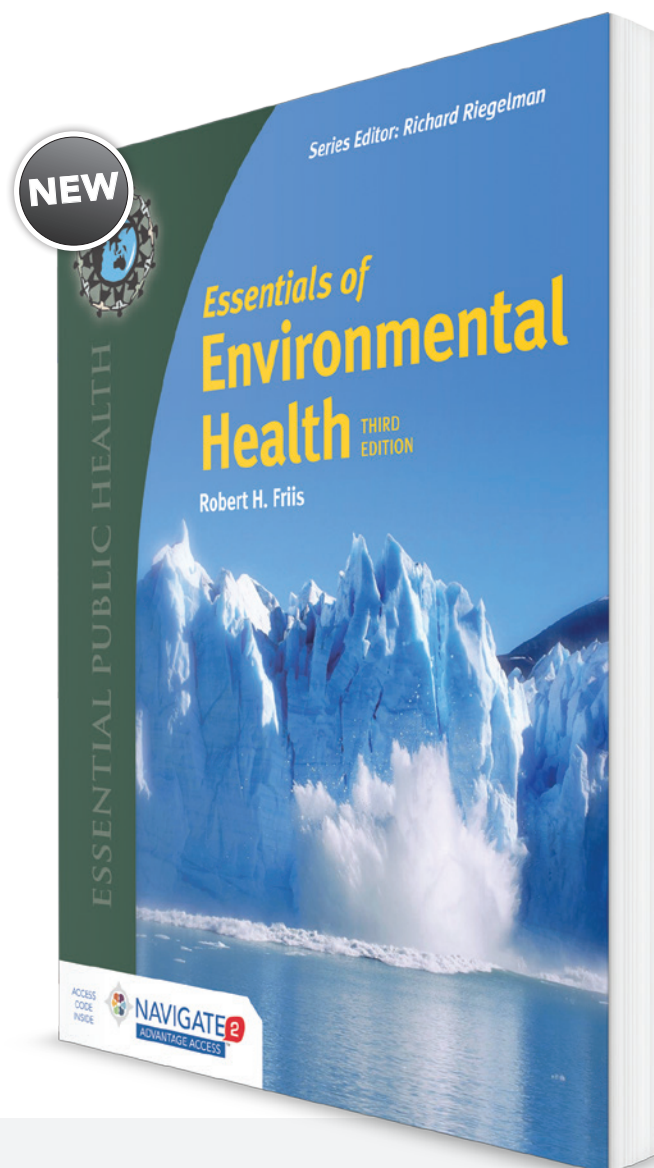
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Robert H. Friis, PhD, California State University, Long Beach

*Essentials of Environmental Health* is a clear and comprehensive study of the major topics of environmental health, including a background of the field and “tools of the trade” (environmental epidemiology, environmental toxicology, and environmental policy and regulation); environmental diseases (microbial agents, ionizing and non-ionizing radiation); and applications and domains of environmental health (water and air quality, food safety, waste disposal, and occupational health).

Using a straightforward, non-technical approach, the author has included many examples and illustrations of environmental health issues. Perfect for the beginning student as well as the experienced health professional, each chapter concludes with study questions and exercises to engage the reader in further study.

The *Third Edition* maintains the structure of the previous edition with thoroughly updated examples, data, charts, tables, and figures throughout. The most recent findings on the Ebola and Zika viruses have been added to the chapter on zoonotic and vector-borne diseases. Additional study questions, exercises, and ancillary materials have also been added.



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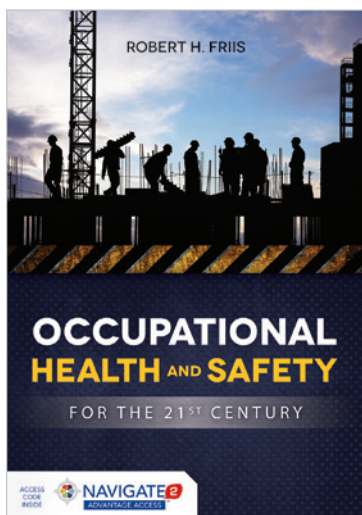
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*Occupational Health and Safety for the 21st Century* explores hazardous agents found in the occupational environment, reviews their potential health effects, and identifies procedures for prevention of occupational illnesses and injuries.

In 10 chapters, this text takes the reader through a detailed history of the field of occupational health and safety since Ancient Greece. It then examines each of the occupationally associated diseases and their epidemiology, including cancers, respiratory diseases, fertility and pregnancy abnormalities, hearing loss, infectious diseases, injuries and fatalities, and job stress. The final chapters examine prevention programs and research methods for this rapidly evolving field. Designed for undergraduate students in 2- and 4-year colleges, the book presents concepts in an accessible and engaging style.

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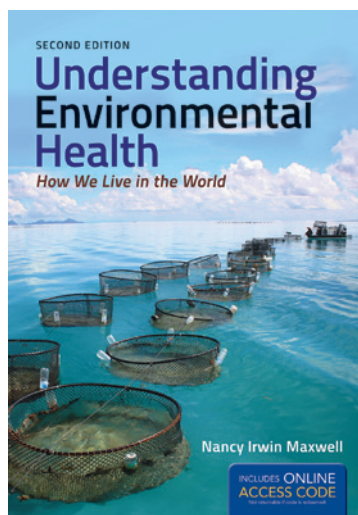
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## Understanding Environmental Health

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While covering all the traditional environmental health topics, this text is uniquely structured around the things we do as individuals and societies that result in environmental health hazards. The author details the hazards of energy production, industry, food production, and the modern lifestyle, while exploring our place within the local and global community. It tells a connected narrative, making the text engaging and accessible to a broad range of students with a variety of scientific backgrounds.

The *Second Edition* offers new data and case studies, as well as a new “What Can I Do?” sidebar series throughout the chapters.

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# Introduction to Health Behavior Theory

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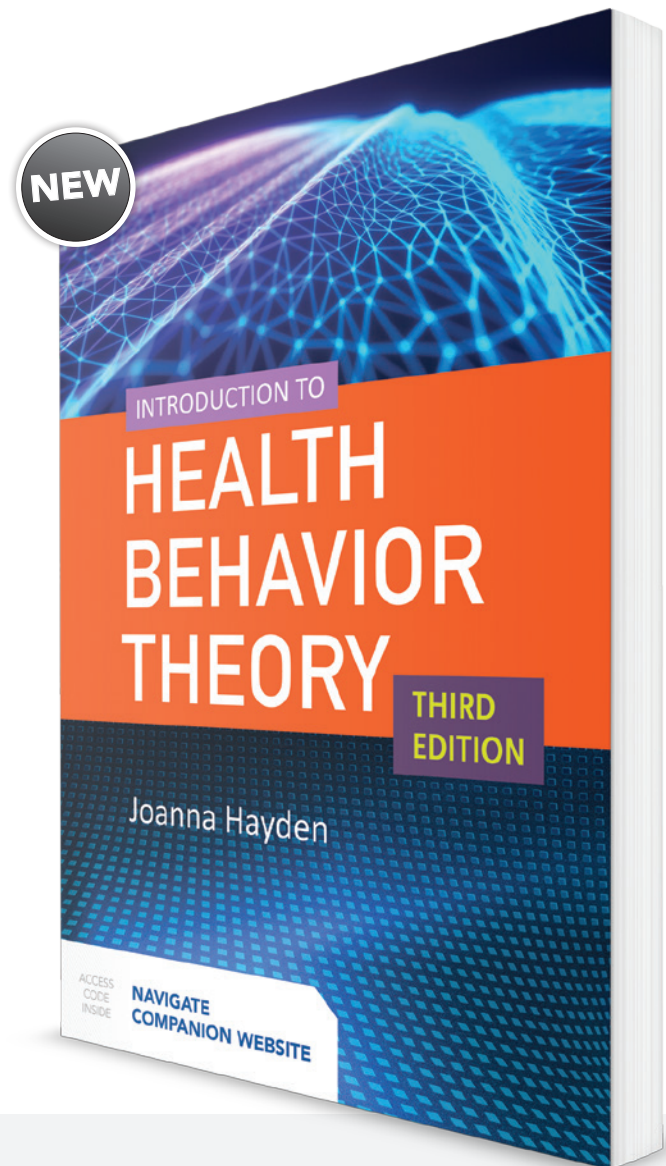
Joanna Hayden, PhD, CHES, William Paterson University

*Introduction to Health Behavior Theory* is designed to provide students with an easy to understand, interesting, and engaging introduction to the theoretical basis of health education. Written with the undergraduate in mind, the text uses comprehensive and accessible explanations to help students understand what theory is, how theories are developed, and what factors influence health behavior theory.

Covering the more frequently used health behavior theories, the author breaks each theory into concepts and constructs to enhance comprehension and encourage students to discover how these theories can be put into practice.

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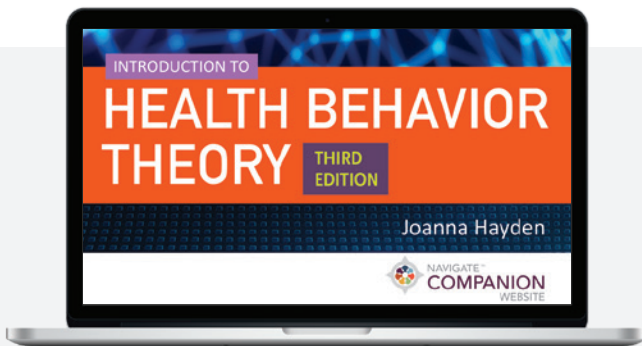
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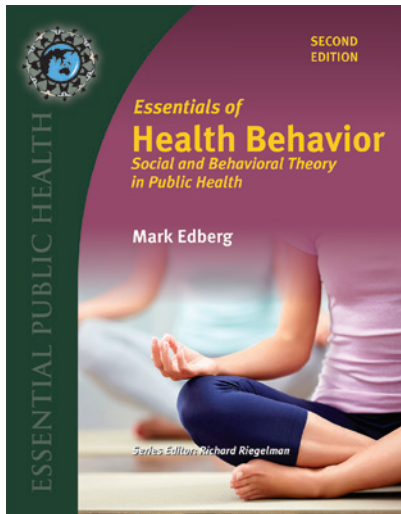
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## Essentials of Health Behavior

*Social and Behavioral Theory in Public Health*

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**Mark Edberg**, PhD, The George Washington University Milken Institute School of Public Health

Health promotion, education, and prevention programs ultimately focus on changing health behavior.

**Essentials of Health Behavior, Second Edition** provides the groundwork for understanding, assessing, and effectively applying theories of human behavior within the practice of public health.

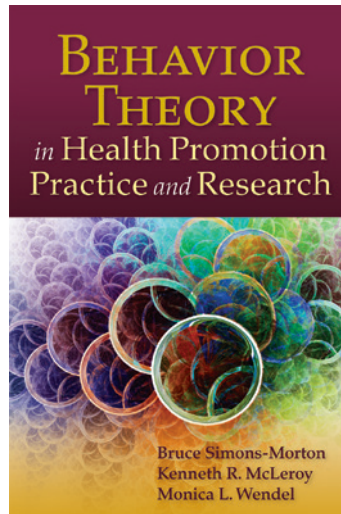
In clear and accessible language, this text provides the student with a background of the kinds of social and behavioral theories that guide our understanding of health-related behavior and form the background for health promotion and prevention efforts. Filled with real-life examples and profiles, the text explores some of the ways in which these theories and approaches are used in applied health promotion efforts.

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**Kenneth R. McLeroy**, PhD, School of Rural Public Health, Texas A&M Health Science Center

**Monica L. Wendel**, DrPH, CPH, School of Rural Public Health, Texas A&M Health Science Center

Grounded in public health practice, this text offers a comprehensive study of the health behavior theories that are the foundation of all health education and promotion programs. Your students will come away with a clear understanding of essential relationships between human behavior and health, as well as the practical application of theory and approaches to health promotion research and practice.

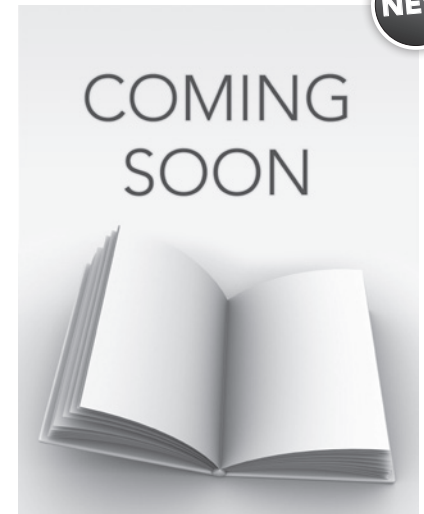
Designed for graduates or upper-level undergraduates, this book maintains a consistent, single voice and offers many examples throughout. The book is divided into four sections: Theory in the Context of Public Health; Individual-Level Cognitive Theories; Social Influence and Social Norm Theories; and Theory in Practice.

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## Health Behavior Theory for Public Health

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**Laura F. Salazar**, PhD, Institute of Public Health, Georgia State University

**Richard A. Crosby**, PhD, DDI, College of Public Health, University of Kentucky, Lexington

This one-of-a-kind textbook examines health behavior theory through the context of the “New Public Health.” **Health Behavior Theory** explores the essential spectrum of theoretical tools as well as the core practices.

Divided into three sections, the book takes a unique ecological approach to learning about health behavior theory and its application. The reader will first gain a broad understanding of health, public health, health behavior, and health promotion planning. This is followed by a straightforward and expansive look at the most commonly applied theories and approaches to public health research and programs. Students will come away with a clear understanding of how theory fits into the larger scope of public health research and practice. Finally, readers will learn about the essential tasks of measurement, evaluation, and translation through an examination of a diverse set of application tools.

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## Introduction to Health Research Methods

*A Practical Guide*

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**Kathryn H. Jacobsen**, PhD, MPH,  
College of Health and Human Services,  
George Mason University

This clear, practical, and straightforward text demystifies the research process and empowers students and other new investigators to conduct their own original research projects.

In five sections, *Introduction to Health Research Methods, Second Edition* describes the entire research process beginning with the identification of a research question and the selection of a study approach, proceeding through the collection and analysis of data and the preparation of a formal scientific report, and ending with academic and professional presentations and publishing.

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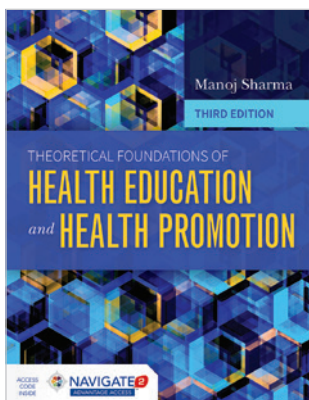
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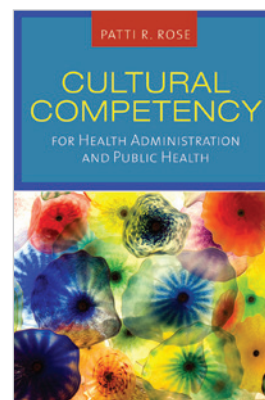
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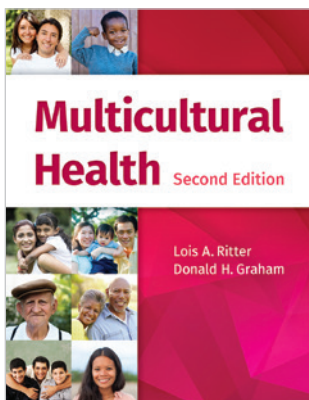
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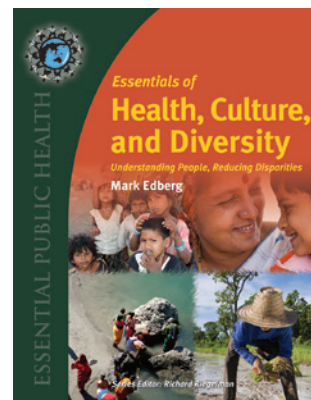
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*A Practical, Systematic Approach for Community Health*

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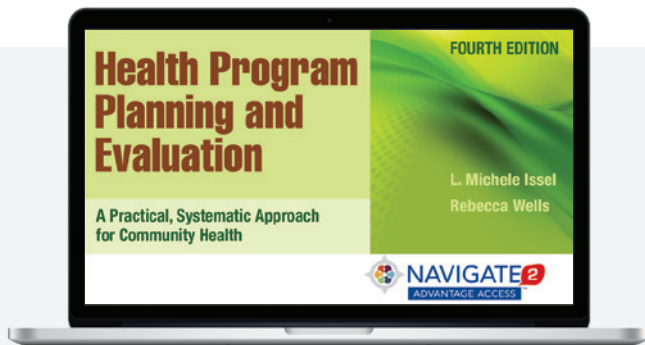
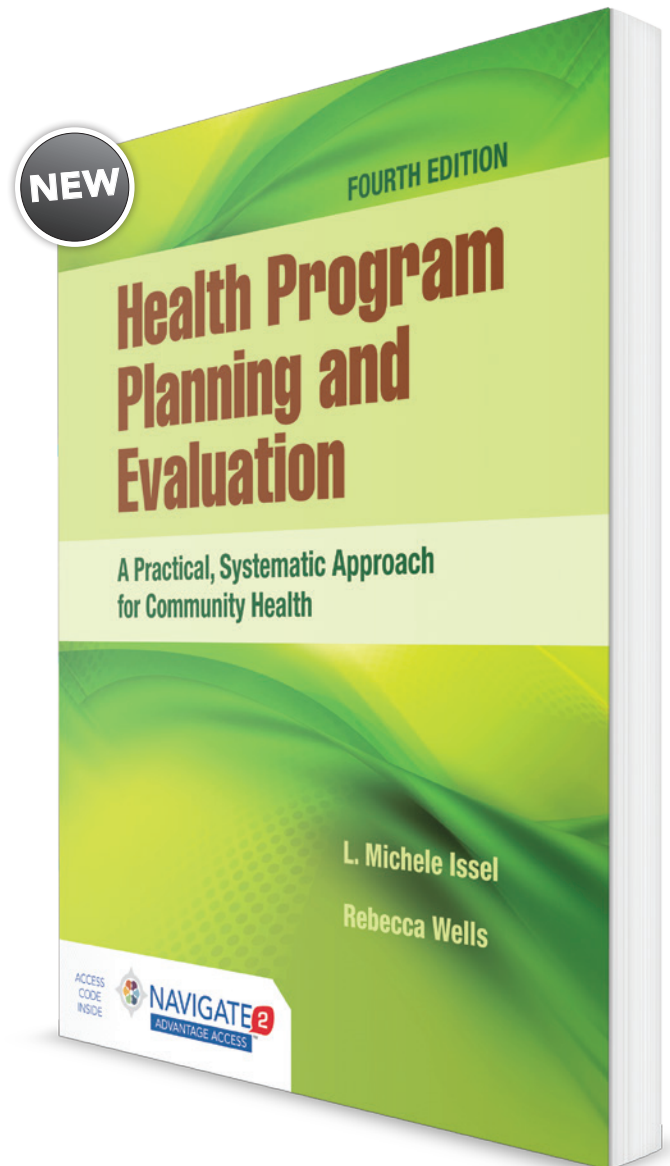
**L. Michele Issel**, PhD, RN, College of Health and Human Services, University of North Carolina, Charlotte  
**Rebecca Wells**, PhD, The University of Texas School of Public Health

This best-selling, perennial favorite textbook carefully walks the reader through the process for developing, implementing, and evaluating successful community health promotion programs. Featuring reader-friendly, accessible language and practical tools and concepts, this outstanding resource prepares students and professionals to become savvy consumers of evaluation reports and prudent users of evaluation consultants.

Now with a new co-author, Rebecca Wells, the fourth edition of *Health Program Planning and Evaluation* reflects the major changes in the field of community health and offers updated examples and references throughout.

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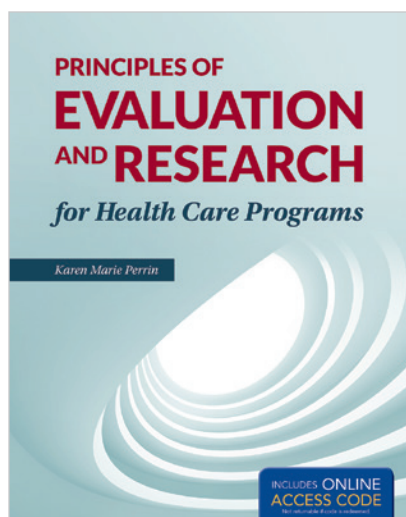
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## Principles of Evaluation and Research for Health Care Programs

**Karen (Kay) M. Perrin**, MPH, PhD,  
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This text provides a basic understanding of the importance of and the key approaches used to conduct health program evaluations. Written with the undergraduate in mind, this book is useful for students pursuing a wide spectrum of health careers. Students will learn terminology, levels and types of measurement, data collection methods, sampling, and basic statistical analysis.

In addition to the basic information, the book covers ethical and cultural competency issues unique to conducting evaluations. Finally, the book provides an introduction to systems thinking and its implications for evaluating the impact of interventions.

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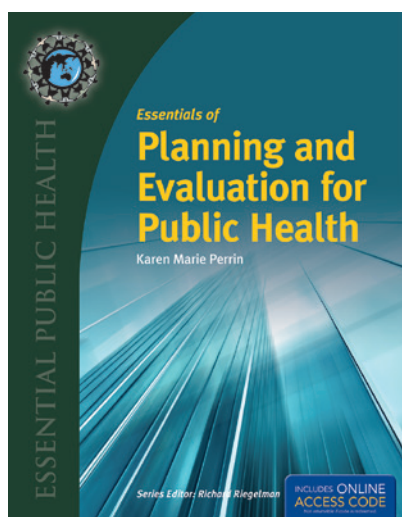
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**Karen (Kay) M. Perrin**, MPH, PhD,  
University of South Florida, College of  
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This text provides a basic understanding of the importance of and the key approaches used to conduct and evaluate effective public health programs.

Organized in a step-by-step process, the chapters provide an accessible and engaging overview of topics needed to review published literature, collect primary data, analyze data using basic statistics, and present results in written or verbal formats for their intended audiences.

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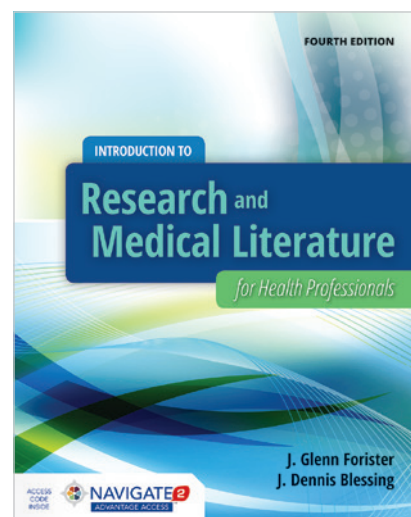
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This text is an essential resource to help students, faculty, and practitioners understand the research process, interpret data, comprehend results, and incorporate findings into practice. From choosing a research project and developing the research process design, to systematically gathering information, analyzing, interpreting data, differentiating among conflicting results, and finally understanding the overall evaluation, this book will ease fears and help students and practitioners develop research skills to acquire and contribute knowledge that benefits their patients.

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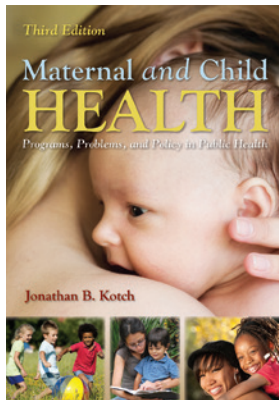
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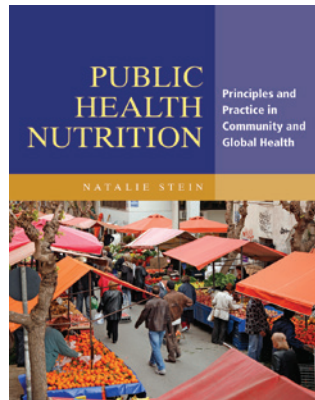
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**Jonathan B. Kotch**, MD, MPH, FAAP,  
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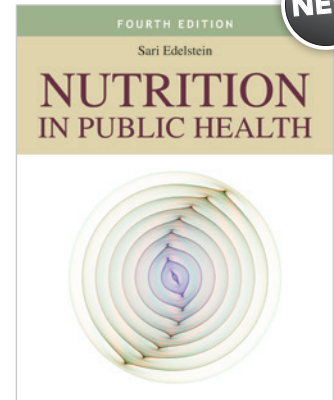
*Principles and Practice in Community and Global Health*

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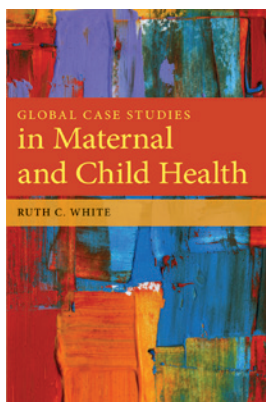
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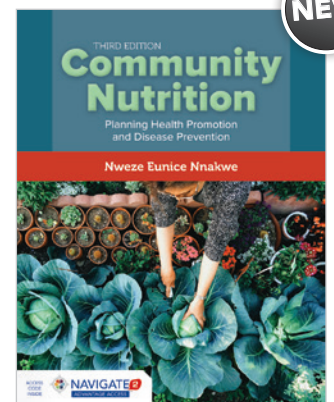
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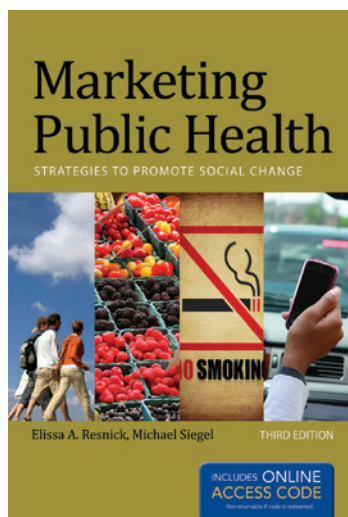
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**Michael Siegel, MD, MPH,**  
Boston University, School of Public Health

This text is designed to help students understand basic marketing principles and apply these principles in planning, implementing, and evaluating public health initiatives. The book presents a solid marketing approach, including well-developed sections on communications, as well as guidance on how to manage pricing, distribution, and development of product or service offerings.

### KEY FEATURES:

- Only book on marketing tailored specifically for the public health environment
- Informed both by changes in the marketing environment and also by the latest thinking
- New examples and case studies throughout
- Coverage of the use of social media technology such as Facebook
- Includes worksheets, a suggested reading list, and references

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## Health Industry Communication

*New Media, New Methods, New Message*  
SECOND EDITION

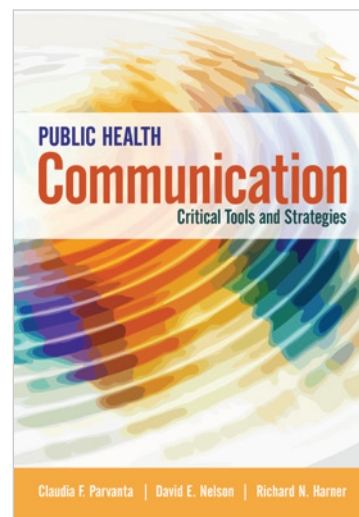
**Nancy J. Hicks**  
**Christina M. Nicols**  
Both of Ketchum, Inc.

This text fills a critical gap in the literature for communications students as well as students of health administration and public health. Featuring best practices and case studies from notable practitioners, the chapters offer a 360-degree view of the world of health communications from a business and promotions outlook as well as a look at special topics that impact health communicators.

Examples from across the country exemplify important topic areas in the field of communications such as: institutional communication and marketing; consumer communication and social marketing; communication to achieve policy change; and media and measurement.

The *Second Edition* examines new and important topics not covered in the first edition, including: integrated media outreach (social media and paid media in particular); strategies for effective behavior change among girls; and a focus on a major issue in men's health (prostate cancer).

ISBN: 978-1-284-07775-9  
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## Public Health Communication

*Critical Tools and Strategies*

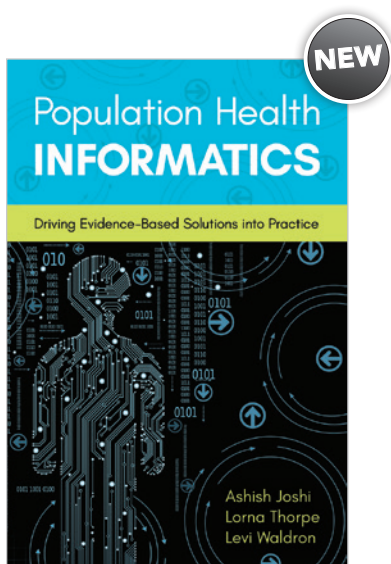
**Claudia Parvanta, PhD,** University of South Florida  
**David E. Nelson, MD, MPH,** National Cancer Institute, National Institutes of Health  
**Richard N. Harner, MD,** Principal and CEO, Brainvue Systems Inc.

Designed for master's level study, this book prepares new graduates for any entry-level position in public health policy, health communication, health promotion, social marketing, or community health education. Filled with practical examples, the book is also a valuable resource for those preparing for the CPH or CHES exams.

Students will learn core concepts for planning a communication framework as well as strategies for educating the public about health issues including understanding and reporting science, communicating for policy and advocacy, and health literacy and numeracy. The book explores classic theories of persuasion in communication such as Inoculation, Sensation Value, and Cognitive Value. The most current forms of digital/multimedia/interactive channels are examined. The last section of the book looks at some special contexts, such as patient-provider communication and risk/emergency communication.

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## Population Health Informatics

*Driving Evidence-Based Solutions into Practice*

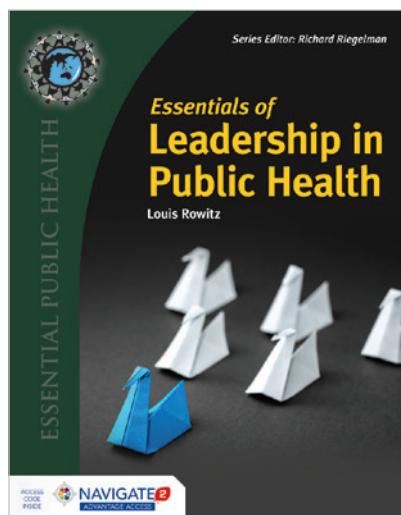
**Ashish Joshi, PhD**  
**Lorna Thorpe, PhD**  
**Levi Waldron, PhD**

All of the CUNY School of Public Health

This book explores the use of technology to apply evidence-based solutions to improve population health outcomes. The book focuses on how to operationalize population informatics solutions to address important public health challenges impacting individuals, families, communities, and the environment in which they live. Using a practical, step-by-step approach, the book is perfect for public health students and students from other interdisciplinary fields with an interest in population informatics, this book fulfills a key component of the new Association of Schools and Programs of Public Health (ASPPH) recommendations for “Critical Components for the Core of a 21st Century MPH Degree.”

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## Essentials of Leadership in Public Health

**INCLUDES NAVIGATE 2 ADVANTAGE ACCESS**

**Louis Rowitz, PhD**, School of Public Health, University of Illinois, Chicago

Public health affects us all. As such, there will always be a need for professionals to monitor the health of the public and create programs to enhance our health. Well-trained public health leaders are critical to making the entire process work.

Combining content from the author's two prior leadership books, this new text reflects the complexities of leadership in Public Health as well as the overall needs of effective leadership in a constantly changing social environment. In addition, the book examines the impact of health reform, with an expanding definition of public health and understanding of how our leaders will be affected by these new changes.

Throughout the book, case studies written by public health leaders are presented. Students also benefit from leadership exercises and discussion questions in each chapter.

### ✓ Option 1:

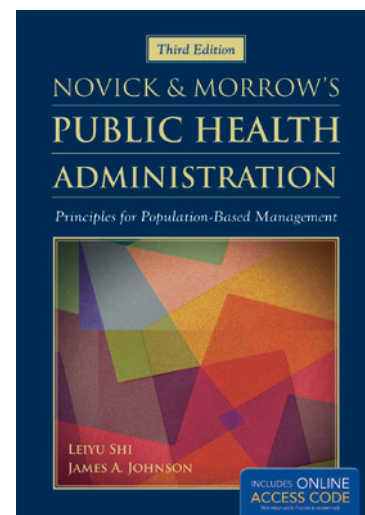
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## Novick & Morrow's Public Health Administration

*Principles for Population-Based Management*

THIRD EDITION

**Leiyu Shi, DrPH, MBA, MPA**, Johns Hopkins Bloomberg School of Public Health  
**James A. Johnson, PhD, MPA, MS**, Central Michigan University and St. George's University

With contributions from experts in areas ranging from workforce to community-based prevention to emergency preparedness, this text offers comprehensive coverage of relevant issues for aspiring public health administrators. The book also examines systems thinking; accountable care organizations; social entrepreneurship; integrated information management; disaster preparedness and response; and social media.

*“Public health is a diverse field, and the pathways to managing public health departments are varied. No one person can have all the skills necessary to meet the challenges that confront our local health departments. This book would serve as a practical reference for any manager who wishes to become more knowledgeable and productive.”*

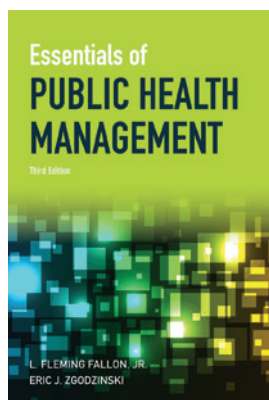
—Journal of the AMA, January 2008

ISBN: 978-1-4496-8833-2  
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## Essentials of Public Health Management

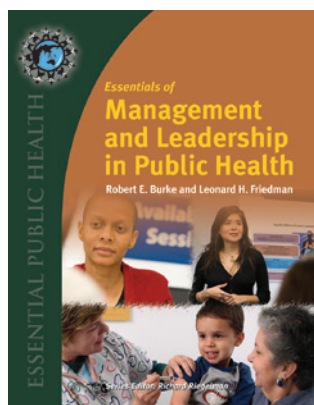
THIRD EDITION

**L. Fleming Fallon, Jr., MD, DrPH,** MBA, Bowling Green State University  
**Eric J. Zgodzinski, MPH,** Toledo-Lucas County Health Department

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Paperback • 552 pages • © 2012

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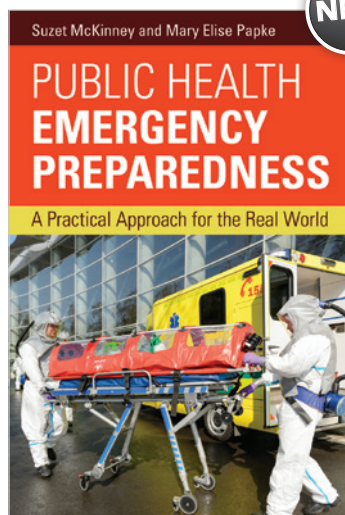
## Essentials of Management and Leadership in Public Health

**Robert E. Burke, PhD**  
**Leonard H. Friedman, PhD, MPH**  
 Both of The George Washington University Milken Institute School of Public Health

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## Public Health Emergency Preparedness

*A Practical Approach for the Real World*

**Suzet McKinney, DrPH, MPH,** University of Illinois at Chicago, School of Public Health  
**Mary Elise Papke, DrPh,** University of Wisconsin-Milwaukee, Zilber School of Public Health

*Public Health Emergency Preparedness* will give your students a clear understanding of the critical competencies needed to prepare for and respond to Public Health emergencies.

Divided into five parts, the book first introduces preparedness functions within the context of Public Health, including the workforce, the role of state and local governments, and related legal issues. Part two examines the various types of hazards and threats including natural; pandemic; infectious disease; as well as chemical, biological, radiological, and nuclear hazards.

In Part three, the authors explore the preparedness cycle, from vulnerability assessments, to planning, and training. Part four looks at incident management from multi-agency coordination systems, to community resilience and recovery, to medical countermeasures and medical surge.

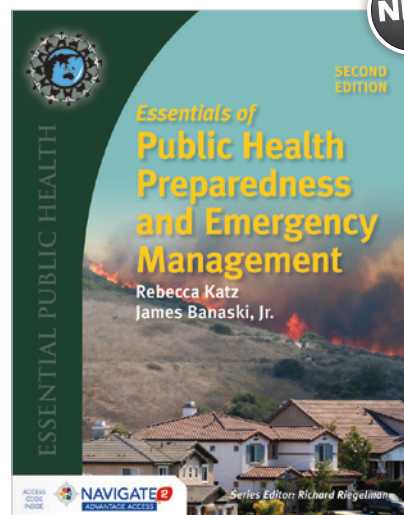
The final chapter looks at the future of public health preparedness, including leadership, measurement, and national health security.

ISBN: 978-1-284-06925-9

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## Essentials of Public Health Preparedness and Emergency Management

SECOND EDITION

**INCLUDES NAVIGATE 2 ADVANTAGE ACCESS**

**Rebecca Katz, PhD, MPH,** Georgetown University Center for Global Health Science and Security  
**James Banaski, Jr., MS, MEP, CEM,** Centers for Disease Control and Prevention

This book explores the vital role the public health community plays in identifying, responding to, containing, and recovering from emergencies. The chapters are structured in five parts: Background of the Field; Defining the Problem; Infrastructure; Solving Problems; and Practical Applications.

Recent cases are examined such as: Floods in Pakistan; Ebola in a U.S. hospital; Cross-border coordination of an infectious disease in the Middle East.

This expanded edition offers a new chapter on developing a public health emergency operations center.

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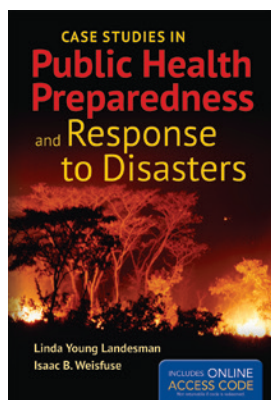
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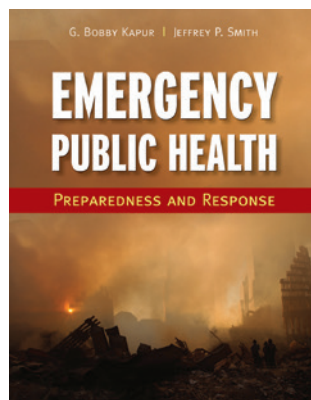
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## Case Studies in Public Health Preparedness and Response to Disasters

**Linda Young Landesman**, DrPH, MSW, University of Massachusetts, Amherst  
**Isaac B. Weisfuse**, MD, MPH, Mailman School of Public Health, Columbia University

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## Emergency Public Health *Preparedness and Response*

**G. Bobby Kapur**, MD, MPH, Baylor College of Medicine  
**Jeffrey P. Smith**, MD, MPH, The George Washington University

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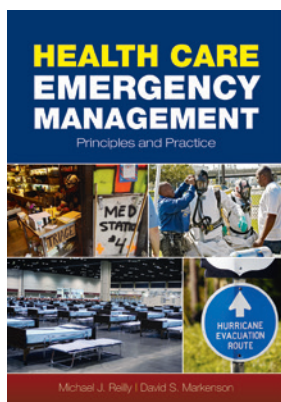


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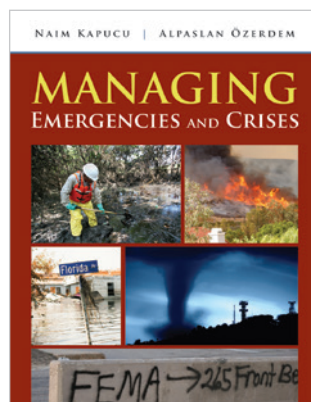
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**Michael J. Reilly**, DrPH, MPH, NREMT-P  
**David S. Markenson**, MD, FAAP, FACEP, EMT-P  
 Both of New York Medical College

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## Managing Emergencies and Crises

**Naim Kapucu**, PhD, University of Central Florida  
**Alpaslan Özerdem**, PhD, Coventry University, United Kingdom

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# The Effective Health Care Supervisor

NINTH EDITION

**Charles R. McConnell**, MBA, CM, Human Resource and Editorial Consultant

The ninth edition of this best-selling text continues to offer proven, hands-on, practical applications of both classic and current management principles in the healthcare setting. Packed with strategies, techniques, and tools to build or reinforce your management skills and meet the never-ending challenges that one may face daily as a healthcare supervisor, students and professionals alike will benefit from this classic guidebook that is now more reader-friendly and accessible.

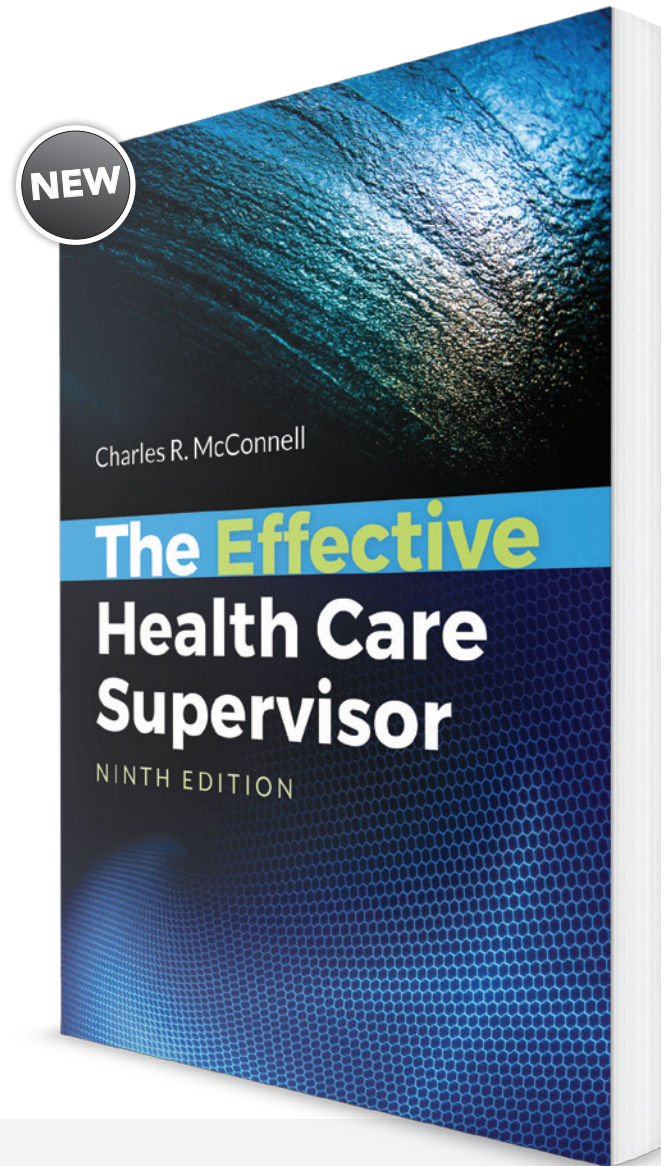
## KEY FEATURES:

- Particularly valuable to those new to management and supervisory responsibilities
- Deals with the fundamentals of management from the unique context of the healthcare organization
- Useful as a classroom tool and also as a working guide, a text students will want to keep and refer to later
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- Revised end-of-chapter discussion questions
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- Chapter 2: The Volatile Healthcare Environment
- Chapter 3: The Nature of Supervision: Health Care and Everywhere
- Chapter 4: Management and Its Basic Functions

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Chapter 20: How to Arrange and Conduct Effective Meetings

Chapter 21: Budgeting and Cost Control

Chapter 22: Quality and Productivity: Sides of the Same Coin

Chapter 23: Teams, Team Building, and Teamwork

Chapter 24: Methods Improvement: Making Work—and Life—Easier

Chapter 25: Reengineering and Reduction-in-Force

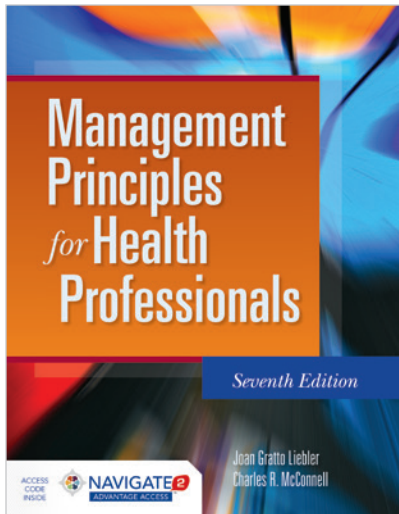
Chapter 26: Continuing Education: Your Employees and You

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Chapter 29: Organizational Communication: Looking Up, Down, and Laterally

Chapter 30: Unions: Avoiding Them When Possible and Living with Them When Necessary



## Management Principles for Health Professionals

SEVENTH EDITION

**INCLUDES NAVIGATE 2 ADVANTAGE ACCESS**

**Joan Gratto Liebler**, MPA, RHIA,  
Temple University

**Charles R. McConnell**, MBA, CM, Human  
Resource and Editorial Consultant

This practical guide for new or future practicing healthcare managers explores the customary activities of the manager—planning, organizing, decision making, staffing, motivating, and budgeting—with detailed examples drawn from a variety of healthcare settings.

Students will learn proven management concepts, techniques, models, and tools for managing individuals or teams with skill and ease.

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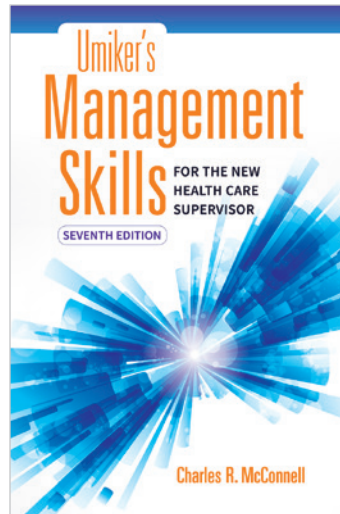
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## Umiker's Management Skills for the New Health Care Supervisor

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**Charles R. McConnell**, MBA, CM, Human  
Resource and Editorial Consultant

Written primarily for those who have little to no management training, *Umiker's* offers practical suggestions for improving effectiveness, both as a supervisor and as an organization. Ideal for students in undergraduate, community, and career college programs, author Charles R. McConnell maintains Dr. William Umiker's clear, jargon-free writing style.

### KEY FEATURES:

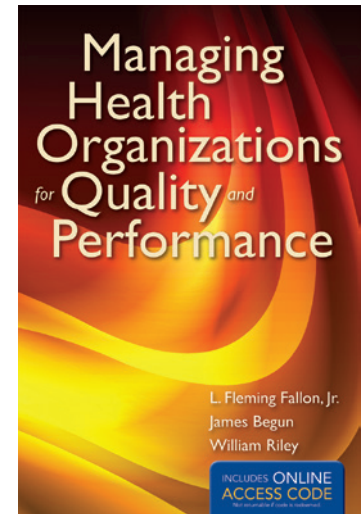
- Offers a new chapter on "Supervising in a Union Environment" that explores why employees turn to unions, how supervisors must act during union organizing, and how a supervisor's role is affected
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## Managing Health Organizations for Quality and Performance

**L. Fleming Fallon, Jr.**, MD, DrPH, MBA,  
Bowling Green State University

**James W. Begun**, PhD, University of  
Minnesota School of Public Health

**William J. Riley**, PhD, University of  
Minnesota School of Public Health

Given the cost explosion that is expected from the recent healthcare reform legislation, healthcare organizations will increasingly be held accountable for delivering greater value (higher quality per unit of cost) in order to succeed.

*Managing Health Organizations for Quality and Performance* looks at healthcare management from the perspective of quality improvement. Suitable for undergraduates or first-year graduate students, the book reflects the importance of creating quality and value in public health and health services organizations. It introduces complex and important topics but is written in a highly accessible manner.

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# Reducing the Angst of Group Projects

By Sharon Buchbinder, RN, PhD, Author of *Introduction to Health Care Management, Third Edition*

What is it about group projects and teamwork that makes students moan, faculty cringe, and course evaluations vibrate with anger? Unless our students have been living in caves, they have all been exposed to teamwork from a young age. Whether it is a sports team, troop project, class community service, bake sale, car wash, or neighborhood cleanup, at some point in all our lives we have all worked in groups. We know our students need the experience of working in teams because that is the nature of the practice of health care management. Despite students' life experiences and faculty awareness that this is a competency that must be demonstrated, few students or faculty members relish the prospect of group assignments—especially in online courses. How can we reduce the angst of group projects?

## With better communication.

To give you an example of what I have done to improve communication in my group work projects, here is the group assignment and steps I have taken to improve faculty and student interactions. We use Blackboard (BB) as our learning platform in eight (8) week sessions, so the pace is fast and there is little wriggle room for

falling behind. Since this assignment has multiple steps that build successively upon the previous one, I post weekly TO DO lists in each module. That way students can see what is due that week and check things off the list as they complete their work. This helps keep them (and me!) on task.

## The Assignment

Using a case study provided by the faculty, groups of 2-4 students (depending on class size) will determine quality control problems using an appropriate quality assessment technique as outlined in the text.

USE THE GROUP PROJECT TEMPLATE posted in BB to format your paper submission.

Your PowerPoint (PPT) presentation should follow the paper, but NOT be identical to it. You will be narrating it in VoiceThread (VT), so you should not include each and every word in your PPT. This is where you use bullet points to guide your presentation. READ the Presentation Critique Rubric! Your presentation should not exceed 10 slides and 15 minutes.

### From the groups' findings, the groups will:

- Develop a performance improvement plan, including methods to incorporate or overcome local, contemporary, and corporate cultures;

- Identify and overcome other barriers to implementation success;
- Develop a maintenance and evaluation plan, including timeframes for assessment of the plan, to ensure currency with the ever-changing regulatory environment;
- Deliver a scholarly 8-10 page group-credited paper; and,
- Deliver an online PowerPoint presentation narrated by team members using VT.

*"...our students need the experience of working in teams because that is the nature of the practice of health care management."*

Students must use the assigned group rooms in BB for communication. If you do not use them, there is no documentation that work occurred and the group will earn a zero (0) for the project. You must work together immediately to come to a selection of two possible cases and you must respond to the instructor's email for a conference call. If you cannot be on the call



due to scheduling conflicts, you must get the information from your team mates about the deliverables.

Each group is required to have a conference call with the instructor within the second week of the course to discuss the deliverables for this project. This conference call will be worth ten (10) points on this group assignment. Prior to the call, the group must have reviewed and narrowed down their case study selection to two cases. You must come prepared with a minimum of 10 questions for the instructor about the analysis and presentation which uses voice thread. Lack of preparation for this conference call will cost the team points. Do not waste everyone's time and points. BE PREPARED.

The GROUP PROJECT PAPER will be graded with the GROUP PROJECT RUBRIC included in this syllabus and in Blackboard under RUBRICS.

The PRESENTATION will be graded with the GROUP PROJECT PRESENTATION RUBRIC included in this syllabus and in Blackboard.

Students will be responsible for grading each other's performance as team members using the CONFIDENTIAL TEAM MATE RUBRIC which you will be responsible for submitting on time. Students who do not return teammate evaluations will earn a zero (0) for the Group Project.

## Week 1:

**After randomly assigning students to groups, I post this ANNOUNCEMENT:**

"You will be participating in a group project that you must begin immediately in the group rooms I have provided for you. You have already been assigned to either Group 1, 2 or 3. You and your team mates must meet in your groups in Blackboard, narrow the cases down to two (2) choices in the first week and have a conference call with me in the second week to discuss the project and the deliverables. On X (date), I will send you a Doodle invitation to the conference call. Doodle is a scheduling program that offers choices for you to indicate what dates and times you are available. This required conference call will be part of your group project grade, and is worth 10 points out of 100 possible points. You must come to this call prepared with questions for me. The project is due in

Module 5, so time is of the essence.

Please take the time to look around and review the syllabus. Your team mates will be depending on you to do your share of the group work. If you have any major planned events (vacations, weddings, elective surgery, new job, intensive training, etc.) during this session, you may want to reconsider taking this course at this time."

## Week 2:

After establishing dates and times for the conference call, I email the students with the call in information. I also email them the template for the project paper to help them prepare their questions. Each group must create a set of questions for me and EMAIL them to me a minimum of 24 hours ahead of the call so I have time to prepare my responses. This saves everyone time on the call. I return the answers to the questions to each group by email within 24 hours after the call.

## Week 3:

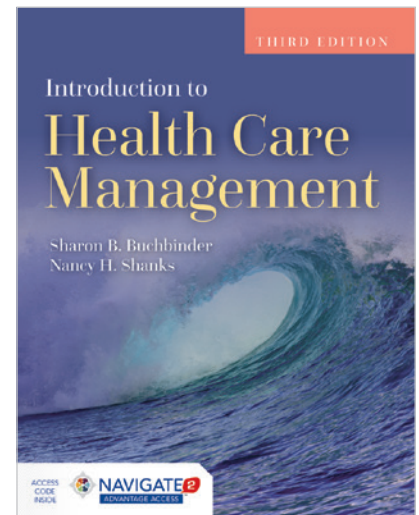
Students should be posting in the group work area, assigning sections of the project, establishing group deadlines, and sharing contact information. I check to see if students are posting and interacting with each other effectively and moving the project along. In a large class, this is a time consuming task and you might miss something—or someone. Don't worry. You will hear from the team mates...

**(For full article and additional resources on this topic, please visit: <http://go.jblearning.com/Angst>)**



Sharon Buchbinder is Professor and Program Coordinator for the MS in Healthcare Management at Stevenson University Online at Stevenson

University in the Graduate and Professional School and former chair of the Association of University Programs in Health Administration (AUPHA). She is also the author of three books from Jones & Bartlett Learning: *Introduction to Health Care Management*, *Cases in Health Care Management*, and *Career Opportunities in Health Care Management*.



## Introduction to Health Care Management

THIRD EDITION

**INCLUDES NAVIGATE 2 ADVANTAGE ACCESS**

**Sharon B. Buchbinder**, PhD, RN, School of Graduate & Professional Studies, Stevenson University  
**Nancy H. Shanks**, PhD, Metropolitan State University of Denver

*Introduction to Health Care Management* is a concise, reader-friendly, introductory healthcare management book that covers a wide variety of healthcare settings, from hospitals to nursing homes and clinics. Filled with examples to engage the reader's imagination, the important issues in healthcare management, such as ethics, cost management, strategic planning and marketing, information technology, and human resources, are all thoroughly covered.

Guidelines and rubrics along with numerous case studies make this text both student-friendly and teacher-friendly. It is the perfect resource for students of healthcare management, nursing, allied health, business administration, pharmacy, occupational therapy, public administration, and public health.

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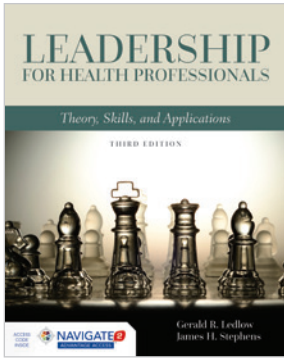
➕ **Instructor Resources:** IM, PP, TB

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## Leadership for Health Professionals

*Theory, Skills, and Applications*

THIRD EDITION

**INCLUDES NAVIGATE 2  
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**Gerald (Jerry) R. Ledlow**, PhD, MHA,  
FACHE

**James H. Stephens**, DHSA, FACHE

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## Leadership for Evidence-Based Innovation in Nursing and Health Professions

**Sandra Davidson**, PhD, MSN, RN

**Daniel Weberg**, PhD, MHI, RN

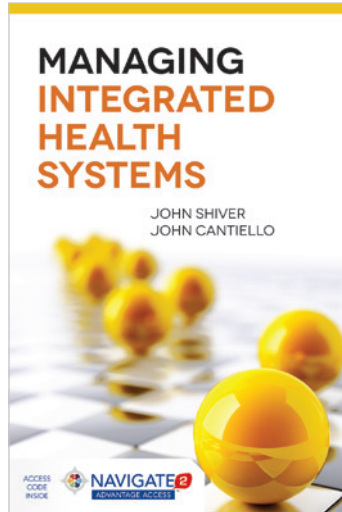
**Tim Porter-O'Grady**, DM, EdD, ScD,  
APRN, FAAN, FACCWS

**Kathy Malloch**, PhD, MBA, RN, FAAN

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## Managing Integrated Health Systems

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**John (Jay) M. Shiver**, MHA, FAAMA,  
FACHE

**John Cantiello**, PhD

Both of George Mason University

The evolution of the healthcare industry has brought profound changes to the requisite professional skills, knowledge, and expertise to manage this business. Accomplishing this successfully will require managers to balance complex organizations which may have inherently conflicting incentives.

Contributed by authors with a wealth of experience, Section 1 covers essential topics such as information technology; finance and the new healthcare economy; legal aspects; managing human capital; patient safety; public policy; and more.

In Section 2, students will benefit from interviews with nine luminaries from the field such as Don Berwick, Jeff Goldsmith, and others.

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## Cases in Health Care Management

**Sharon B. Buchbinder**, PhD, RN,  
Stevenson University

**Nancy H. Shanks**, PhD, Metropolitan  
State University of Denver

**Dale Buchbinder**, MD, FACS, University  
of Maryland Medical School

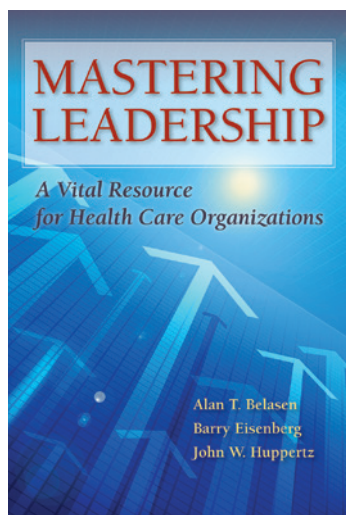
Building on the most popular cases from the best-selling *Introduction to Health Care Management*, this book offers over sixty cases that illustrate the challenges related to managing the healthcare services. Segmented by topic and setting, this new collection of cases spans the full spectrum of potential issues that can arise in any variety of healthcare environments. The chapters are contributed by seasoned instructors.

Geared to entry-level healthcare managers, this casebook can be used in both undergraduate and graduate programs in a wide variety of healthcare management, nursing, public health, law, and other health-related professions.

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## Mastering Leadership

*A Vital Resource for Health Care Organizations*

**Alan T. Belasen**, PhD,  
SUNY Empire State College  
**Barry Eisenberg**, PhD,  
SUNY Empire State College  
**John W. Huppertz**, PhD,  
Union Graduate College

*Mastering Leadership* clarifies the extraordinary challenges healthcare leaders are facing and advances a model of leadership that enables executives to steer their organizations through the maze of uncertainty created by legislative, economic, demographic, clinical, technological, and political change. With contributions from leading experts, the authors demonstrate how the transformational demands of leadership can be integrated with the transactional and operational necessities of managing.

### KEY FEATURES:

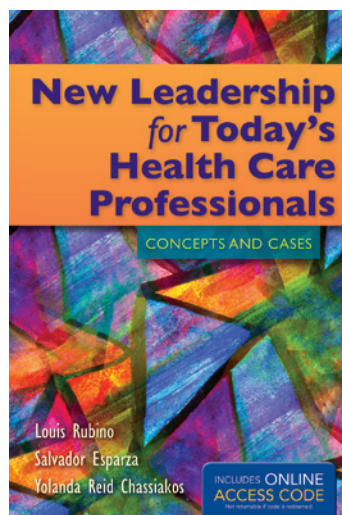
- Uses the Competing Values Framework
- Explores four critical topical areas: competition and commitment; communication and collaboration; community and credibility; coordination and compliance
- Chapters include learning objectives, vignettes, case studies, case study review questions, review questions, and references

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## New Leadership for Today's Health Care Professionals

**Louis G. Rubino**, PhD, FACHE  
**Salvador J. Esparza**, DHA, RN, FACHE  
**Yolanda S. Reid Chassiakos**, MD, FAAP, FACP  
All of California State University,  
Northridge

With President Obama's healthcare reform plan taking form, healthcare professionals realize that the U.S. delivery system will be changing. Old leadership models can no longer be effective. There is an expectation that a more adaptable, proactive, innovative professional is needed to lead the nation's healthcare workforce.

This book offers a comprehensive view of the leadership competencies necessary to be successful in today's healthcare industry. Each chapter is written by a leader in the healthcare industry under the guidance of the editors who have many years' experience in academia.

Written with the undergraduate health professional student in mind, the book covers essential leadership concepts and offers many pedagogical features to engage the student in learning. Cases are woven into the text to help the student comprehend the practical side of the principles examined.

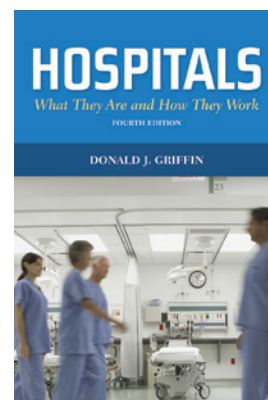
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## Hospitals

*What They Are and How They Work*

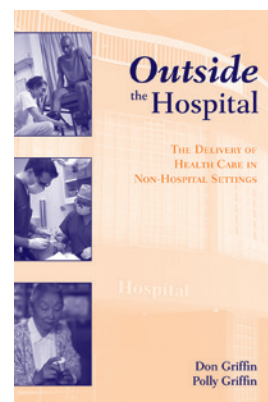
FOURTH EDITION

**Donald J. Griffin**, MBA, MS, MS,  
JD, FACHE, School of Health  
Administration, Texas State University,  
San Marcos

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## Outside the Hospital

*The Delivery of Health Care in Non-Hospital Settings*

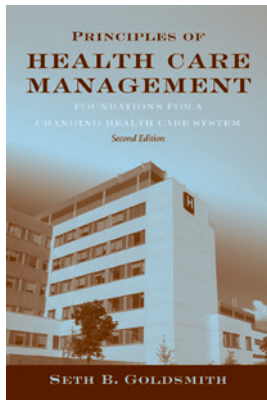
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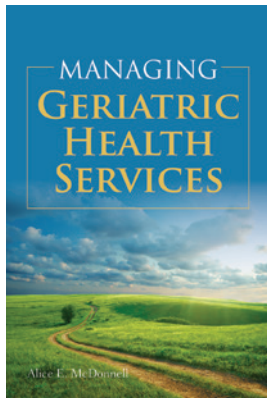


## Principles of Health Care Management

*Foundations for a Changing Health Care System*  
SECOND EDITION

**Seth B. Goldsmith**, ScD, JD, School of Public Health and Health Sciences, University of Massachusetts, Amherst

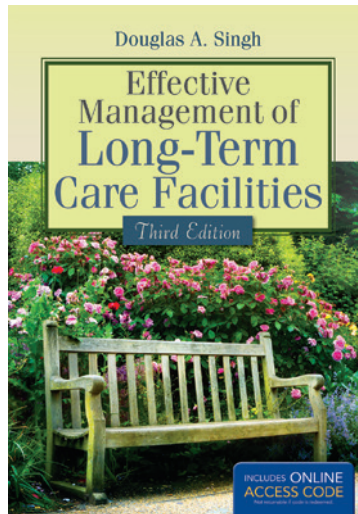
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+ Instructor Resources: IM, PP



## Managing Geriatric Health Services

**Alice E. McDonnell**, DrPH, MPA, Marywood University

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## Effective Management of Long-Term Care Facilities

THIRD EDITION

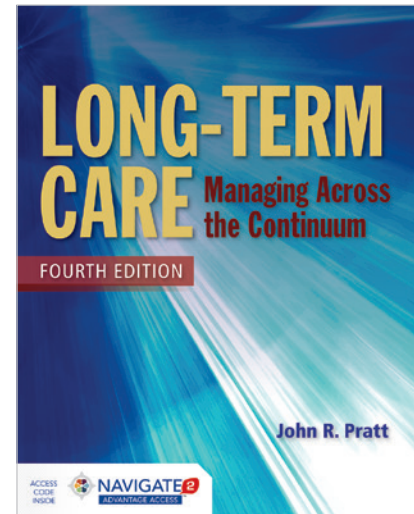
**Douglas A. Singh**, PhD, MBA, School of Business and Economics, Indiana University, South Bend

*Effective Management of Long-Term Care Facilities, Third Edition* examines the complex operations of the long-term care facility and offers critical skills to current and future long-term care administrators for delivering quality, cost-effective services.

Comprehensive, yet concise, it explores the necessary skills and tools for creating a person-centered environment as well as how to adapt an existing nursing facility to the growing culture change movement. It also details the laws, regulations, and financing of the long-term care industry, as well as its organization and delivery. Finally, this book offers thorough coverage of the essential skills necessary to manage it all.

This edition is thoroughly updated with current research findings and data as well as coverage of the Affordable Care Act. It also includes a final section with 12 real-world case studies.

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Paperback with Access Code  
582 pages • © 2016  
+ Instructor Resources: IM, PP, TB  
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## Long-Term Care

*Managing Across the Continuum*  
FOURTH EDITION

INCLUDES NAVIGATE 2  
ADVANTAGE ACCESS

**John R. Pratt**, MHA, FACHCA, LFACHE, Saint Joseph's College of Maine

*Long-Term Care: Managing Across the Continuum, Fourth Edition* is an ideal introduction to management in this industry. Adopted as a reference for the national licensing examination prepared by the National Association of Long-Term Care Administrator Boards (NAB), this book covers the full continuum of long-term care.

The *Fourth Edition* is a thorough update that offers a new chapter on the Affordable Care Act (Obamacare), with a particular focus on its impact on long-term care. All other chapters have been updated with the latest changes in regulations, financing methods, forms of service delivery, and management methods in this dynamic field. The chapter on Leadership and Culture Change has been separated into two distinct chapters: Leadership in Long-Term Care and Culture Change in Long-Term Care—each with expanded information.

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# Health Care Finance

## *Basic Tools for Nonfinancial Managers*

FIFTH EDITION

### INCLUDES NAVIGATE 2 ADVANTAGE ACCESS

**Judith J. Baker**, PhD, CPA

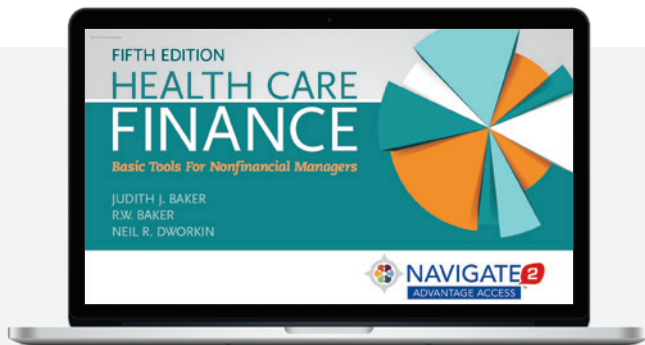
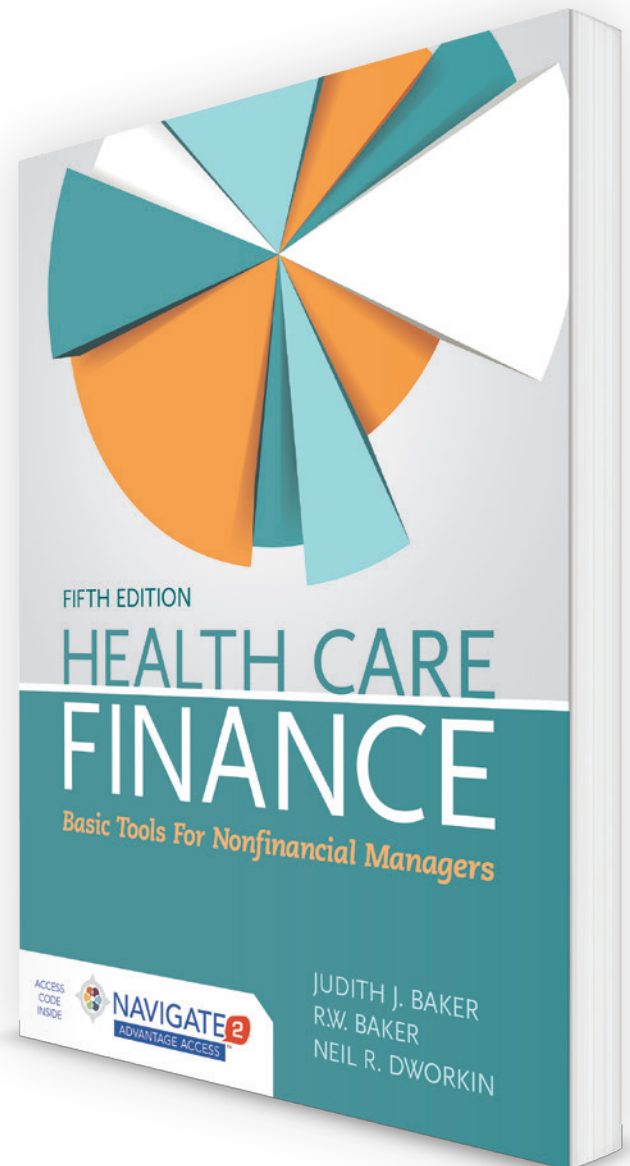
**R.W. Baker**, JD

**Neil R. Dworkin**, PhD, Western Connecticut State University

*Health Care Finance: Basic Tools for Nonfinancial Managers, Fifth Edition* is the most practical financial management text for those who need basic financial management knowledge and a better understanding of healthcare finance in particular. Using actual examples from hospitals, long-term care facilities, and home health agencies, this user-friendly text includes practical information for the nonfinancial manager charged with budgeting.

### NEW TO THE FIFTH EDITION:

- 6 New Chapters:
  - The Digital Age: Changing the Landscape of Healthcare Finance
  - Understanding the Impact of Data Analytics and Big Data
  - Understanding Strategic Relationships: Health Delivery Systems, Finance and Reimbursement
  - Understanding Value-Based Health Care and Its Financial & Digital Outcomes
  - New Payment Methods & Measures: MIPS & APMs for Eligible Professionals
  - Standardizing Measures & Payment Across Post-Acute Care: New Requirements
- New Case Study: “The Doctor’s Dilemma”
- 3 New Appendices:
  - Meaningful Use: Modified and Streamlined, With A New Name
  - Creating A DRG Budget for Respiratory Care: The Resource Consumption Approach
  - Reviewing A Comparative Operating Budget Report



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# Essentials of Health Care Finance

EIGHTH EDITION

INCLUDES NAVIGATE 2 ADVANTAGE ACCESS

**William O. Cleverley**, PhD, The Ohio State University,  
Columbus

**James O. Cleverley**, MHA

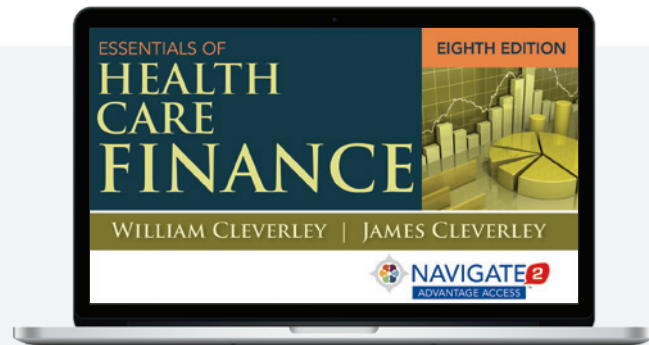
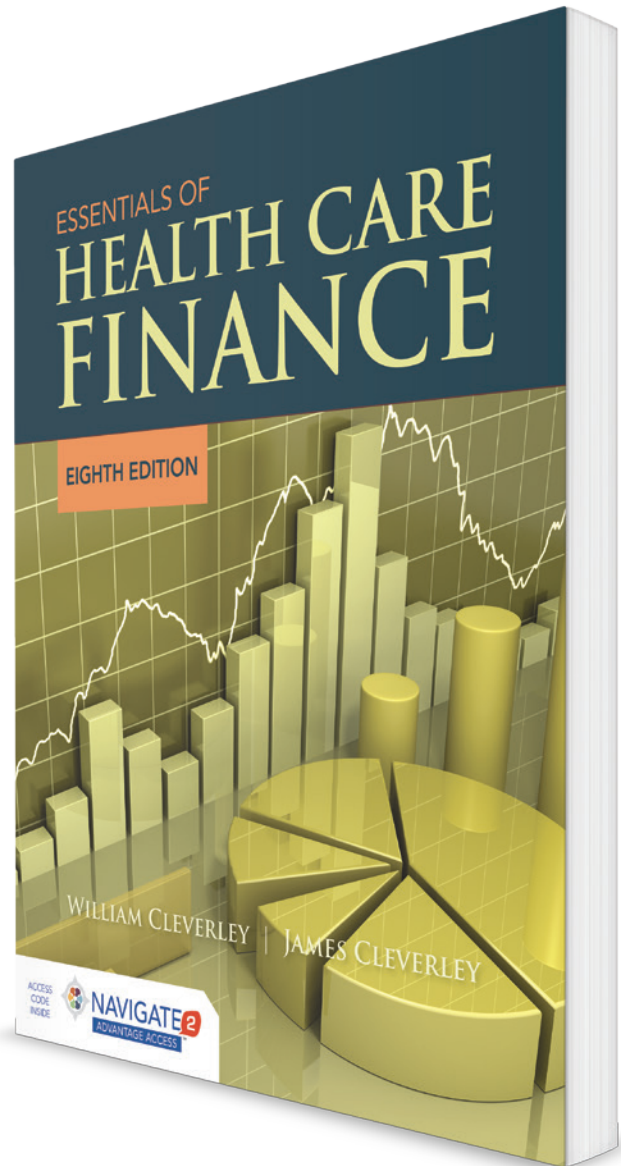
Known as one of the most authoritative texts on financial decision-making in the health care industry, this trusted resource explores finance theory and its practical application in health care across a wide range of facilities, from hospitals and home health agencies to skilled nursing facilities, surgical centers, and private physician practices.

The vast, complex nature of the U.S. health care system renders traditional approaches to finance insufficient. Importantly, *Essentials of Health Care Finance* couches its discussion of economics, accounting, and financial topics firmly within the unique context of the health care industry.

Relevant and readable, this eighth edition of *Essentials of Health Care Finance* is fully revised and updated with current, real-world examples of financial problems and solutions as well as the latest financial ratio standards. This new edition also introduces ICD-10 coding and offers comprehensive coverage of the impact of the Affordable Care Act.

## NEW TO THE EIGHTH EDITION:

- Coverage of new topics throughout, including the introduction of ICD-10 coding and the impact of the ACA
- New discussion of ACOs including ACO type cost variance analysis
- Expanded coverage of specific costing of encounters using charge code level data
- New discussion of capital project analysis in a health care system framework with corporate decision making
- New discussion and examples of hospital acquisition of physician practices



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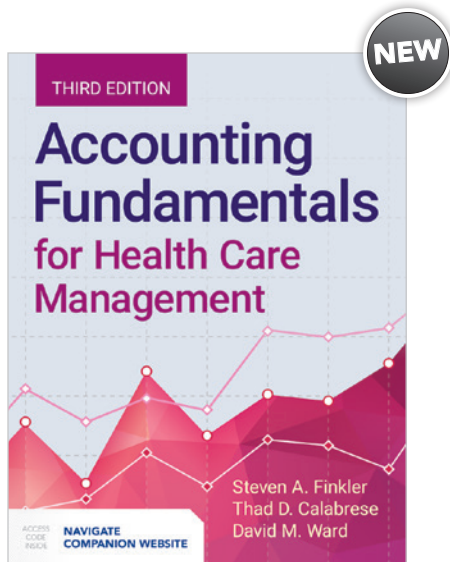
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## Accounting Fundamentals for Health Care Management

THIRD EDITION

**Steven A. Finkler**, PhD, CPA, Robert F. Wagner Graduate School of Public Service, New York University

**Thad D. Calabrese**, PhD, CPA, Robert F. Wagner Graduate School of Public Service, New York University

**David M. Ward**, PhD, CPA, College of Health Professions, The Medical University of South Carolina

*Accounting Fundamentals for Health Care Management* is ideal for an introductory course in financial accounting in both undergraduate and graduate programs. Students will learn how to assess financial information, ask the appropriate questions, and understand the jargon-laden answers.

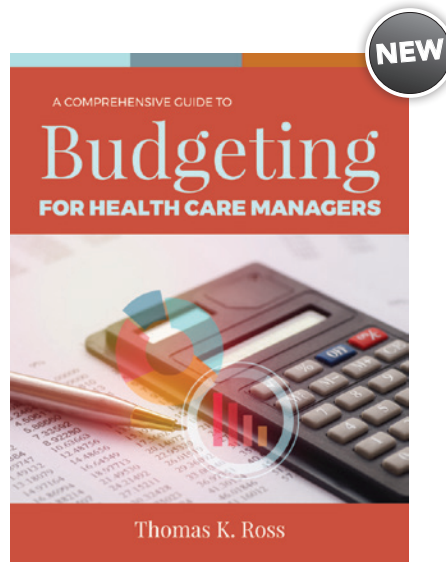
The *Third Edition* reflects the changes since the enactment of health care reform. It also brings the book in compliance with recent and near-term changes to accounting standards by the Financial Accounting Standards Board, including how bad debts are reported, the presentation of cash flow statements, and the presentation of net assets on the balance sheet.

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250 pages • © 2019

➤ Instructor Resources: IM, PP, TB

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## A Comprehensive Guide to Budgeting for Health Care Managers

**Thomas K. Ross**, PhD, College of Allied Health Sciences, East Carolina University

Understanding budgeting goals, processes, and incentives are vital skills for health care managers as they are responsible for creating budgets and managing their departments within the established budget. However, many health care managers lack these basic skills.

This book is a comprehensive examination of budgeting practices designed to provide students with the ability to construct budgets and analyze differences between actual financial results and the budget. Each chapter takes the reader through a step-by-step process to analyze systems, incorporate organizational goals into budgets, identify performance issues, and explore how budget systems impact behavior.

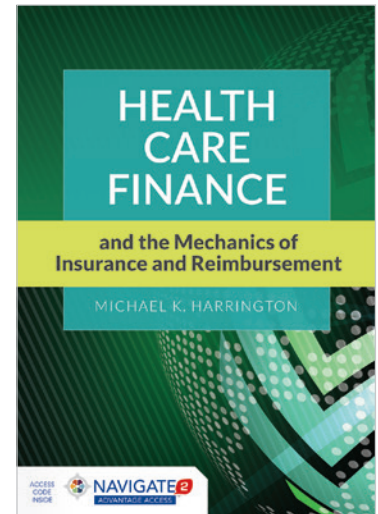
### KEY FEATURES:

- Emphasizes why budgets are constructed and how they can be manipulated
- Demonstrates how five different types of budgets are created
- Provides opportunities for readers to construct budgets and assess how budget assumptions impact funding levels
- Uses Excel as a tool to analyze operations and create budgets

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## Health Care Finance and the Mechanics of Insurance and Reimbursement

INCLUDES NAVIGATE 2 ADVANTAGE ACCESS

**Michael K. Harrington**, MSHA, RHIA, CHP, Saint Joseph's College of Maine

This text stands apart from similar texts in that it specifically addresses the methods and process for reimbursement, including coding, reimbursement strategies, compliance, financial reporting, case mix index, and external auditing.

### SOME OF THE TOPICS COVERED INCLUDE:

- Claims Processing
- The Affordable Care Act
- Medicare Payment Systems
- Coding for the Non-HIM Professional
- Revenue Cycle Management
- Healthcare Fraud and Abuse
- Electronic Health Records and Meaningful Use
- Government Incentive Programs
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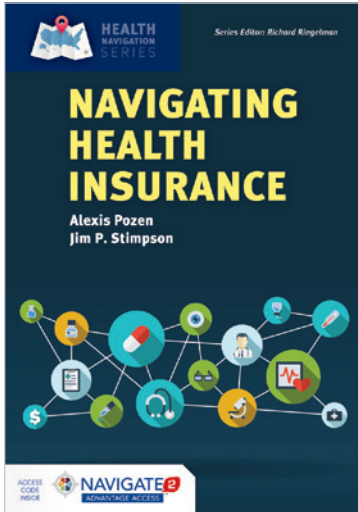
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## Navigating Health Insurance

**INCLUDES NAVIGATE 2  
ADVANTAGE ACCESS**

**Alexis Pozen**, PhD  
**Jim P. Stimpson**, MA, PhD  
Both of the CUNY School of Public Health

This text examines health insurance from the perspective of the consumer. Students are introduced to basic health insurance principles and terminology as well as types of insurance such as Medicaid, Medicare, Medigap, Exchanges, and others. The impacts of the ACA on health insurance are explored as well as essential services and coverage decisions, long term care, workers compensation, administration/paper work, filing claims, and more. Students will also be challenged to consider market and social justice philosophies, for example the impact on health insurance and access to health care services, international comparisons, and advantages and disadvantages of the U.S. system.

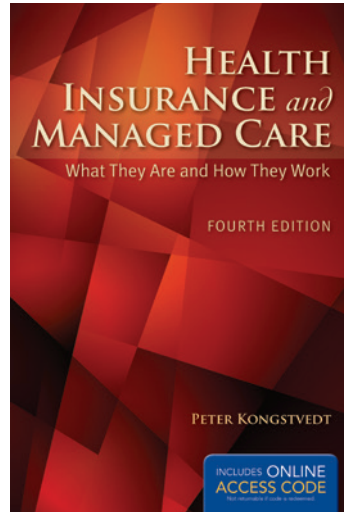
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## Health Insurance and Managed Care

*What They Are and How They Work*  
FOURTH EDITION

**INCLUDES NAVIGATE 2  
ADVANTAGE ACCESS**

**Peter R. Kongstvedt**, MD, George  
Mason University

*Health Insurance and Managed Care: What They Are and How They Work, Fourth Edition* is a concise introduction to the foundations of the American-managed healthcare system. Written in clear and accessible language, this handy guide offers a historical overview of managed care and then walks the reader through the organizational structures, concepts, and practices of the managed care industry.

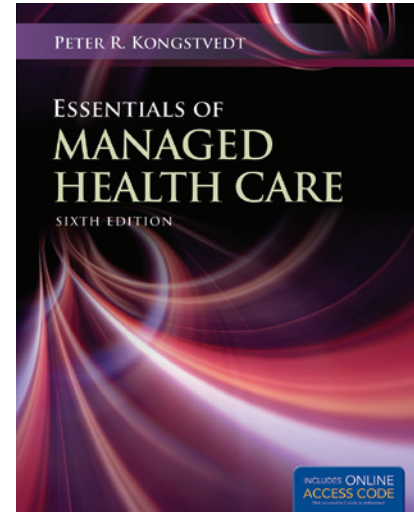
The *Fourth Edition* addresses the impact of the ACA throughout the industry, including:

- New underwriting requirements
- New marketing and sales channels
- Limitations on sales, governance, and administrative (SG&A) costs and profits
- New provider organizations such as Patient Centered Medical Homes (PCHMs) and Accountable Care Organizations (ACOs)
- Changes to Medicare Advantage
- Medicaid expansion and reliance on Medicaid managed care

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## Essentials of Managed Health Care

SIXTH EDITION

**Peter R. Kongstvedt**, MD, George  
Mason University

*Essentials of Managed Health Care, Sixth Edition* provides a comprehensive overview of the key strategic, tactical, and operational aspects related to managed health care and health insurance. With a primary focus on the commercial sector, this book also addresses managed health care in Medicare, Medicaid, and in military medical care. A historical overview and a discussion of taxonomy and functional differences between different forms of managed health care provide the framework for the operational aspects of the industry.

The *Sixth Edition* features a new chapter on the Affordable Care Act, a new chapter on enrollment and billing, a new chapter on fraud and abuse, a completely rewritten chapter on information systems and electronic data interchange, and a new chapter on physician practice behavior and managed health care.

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# Legal Aspects of Health Care Administration

THIRTEENTH EDITION

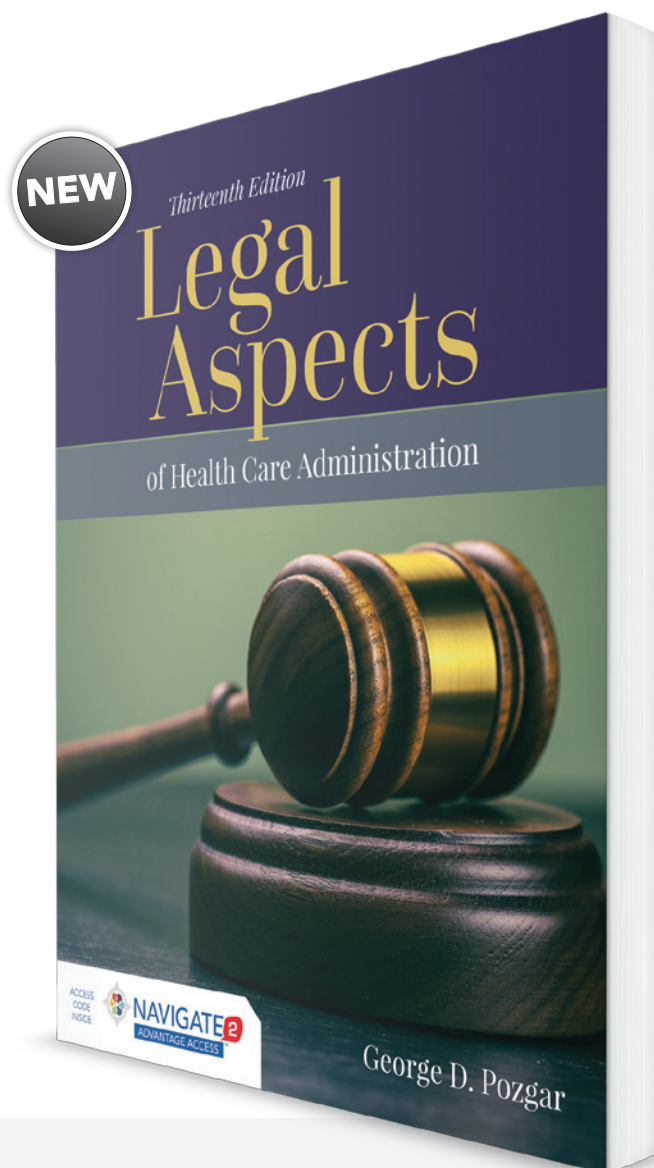
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**George D. Pozgar**, D.Litt, MBA, CHE

The most trusted resource in healthcare law is this classic text from George Pozgar, now completely revised. With new case studies and news clippings in each chapter, the *Thirteenth Edition* continues to serve as an ideal introduction to the legal and ethical issues in the healthcare workplace. This authoritative guide presents a wide range of health care topics in a comprehensible and engaging manner that will carefully guide your students through the complex maze of the legal system. This is a book they will hold on to throughout their careers.

Healthcare administrators face an increasingly complex maze of legal issues as government regulation and health care reform evolves and corporate structures adapt to meet the changing demands of their constituencies. With a continued emphasis on the ethical challenges of providing quality care amidst these powerful and often chaotic industry forces, the *Thirteenth Edition* helps future administrators navigate the core industry issues of patient centered care, the future workforce, and the culture of compassion.

With over 40 years of experience as an administrator, consultant, and surveyor across 650 hospitals, author George D. Pozgar provides a uniquely accessible tool for grasping the legal complexities of health care through an array of real-life case studies, precedent-making court cases, and key statistical data. In the *Thirteenth Edition*, Mr. Pozgar once again invites the reader to explore the comprehensive range of legal issues—from tort reform and healthcare fraud to reporting requirements and patient rights.



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# Health Care Management and the Law

SECOND EDITION

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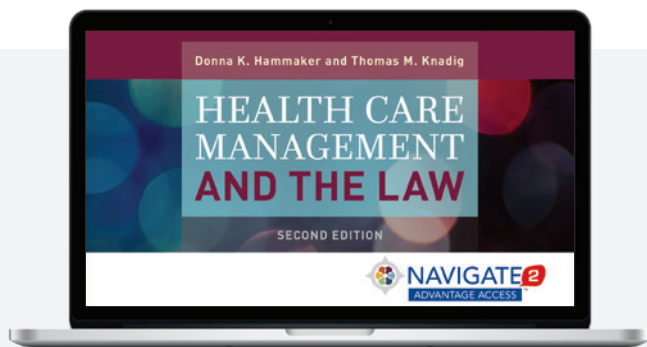
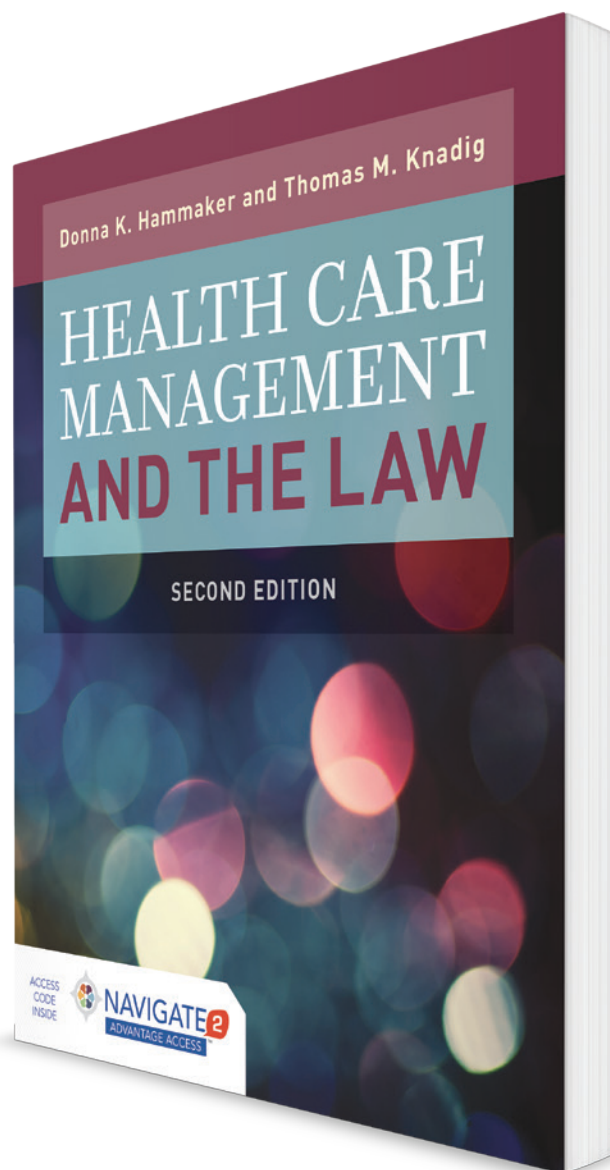
**Donna K. Hammaker**, JD, MGA, Director, National Institute Health Care Management & Law

**Thomas M. Knadig**, MDiv, MA, EdD, Hospice Chaplain, Hospital of the University of Pennsylvania Health Care System

*Health Care Management and the Law* is designed for those who will be leading and shaping 21st century health care organizations. This unique text raises questions about health law issues such as emergence of the U.S. as a player in the global health care industry, innovative new approaches to the payer/provider model, and the future of tailored therapeutics. Throughout the text, the author addresses the challenges of what many view as a healthcare crisis in the United States and examines how laws must be reformed to create a system that works properly.

## KEY FEATURES:

- Explores not only physicians and hospitals, government regulations, and medical insurance issues, but also looks at the producers of medical products: pharmaceuticals, biotechnology and biopharmaceuticals, medical devices, and health information technology
- Includes comprehensive, unbiased case studies presented in a manner that accurately reflects the function and intention of the courts' rulings
- Written with state-of-the-art research methods, using searchable online databases that are revolutionizing research on health care management and the law
- Reviews jurisprudence and seeks common themes as well as conflicts
- Clearly explains the innovations transforming global health industry practices and public policy



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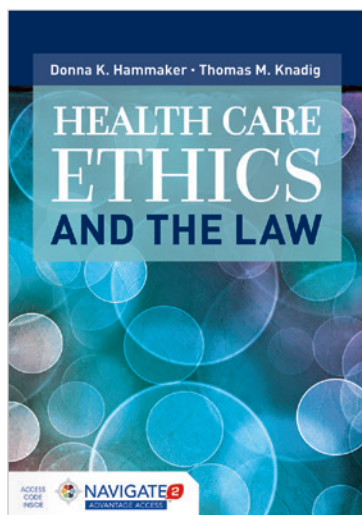
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## Health Care Ethics and the Law

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**Donna K. Hammaker**, JD, MGA, Director, National Institute Health Care Management & Law

**Thomas M. Knadig**, MDiv, MA, EdD, Hospice Chaplain, Hospital of the University of Pennsylvania Health Care System

*Health Care Ethics and the Law* is written to engage students with the ethical decisions faced by healthcare professionals every day. Based on principles and applications in healthcare ethics and the law, this text extends beyond areas that are often included in discussions of political philosophy and the principles of justice.

*Health Care Ethics and the Law* explores ethical dilemmas in which there are two or more equally valid decisions to choose from. Real-world issues are explored that are often decided based on personal ethics, such as abortion and end-of-life care. This text bridges research and practice, reflecting current issues facing the healthcare industry and government agencies.

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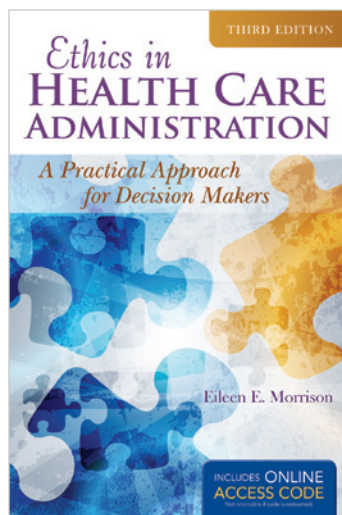
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## Ethics in Health Administration

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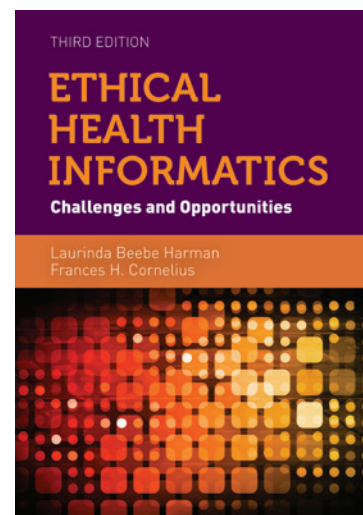
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## Ethical Health Informatics

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**Frances Cornelius**, PhD, MSN, Drexel University

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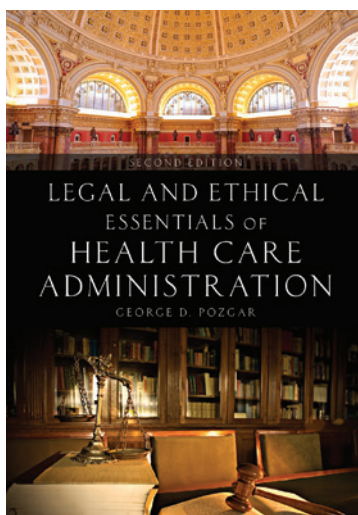
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In three sections, this unique title first examines all the key laws and regulations with which healthcare organizations must comply. In section two, the author explores in detail the seven essential ingredients for a good compliance program. In the final section, the book explains how the compliance program must be adapted to the special needs of different types of healthcare organizations.

Ideal for graduate-level students in programs of public health, health administration, and law, *Managing Legal Compliance in the Health Care Industry* is filled with highly practical information about the ways that legal violations occur and how good compliance programs function.

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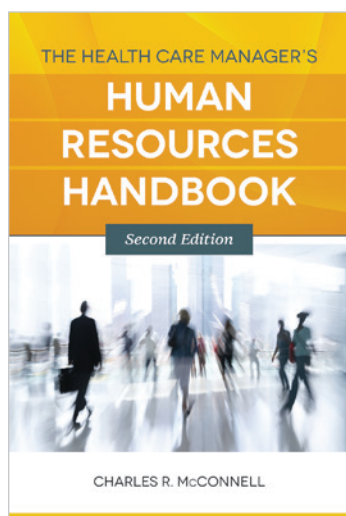
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## The Health Care Manager's Human Resources Handbook

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**Charles R. McConnell**, MBA, CM, Human Resource and Editorial Consultant

This classic handbook on Human Resource Management (HRM) is written for healthcare department managers who must relate to and work with HRM departments and manage personnel. For each topic addressed, the book provides pertinent background information, the HRM department's responsibilities, where and how HRM interfaces with the line management, the HRM responsibilities of the manager, and how the manager can get the best from the HRM function.

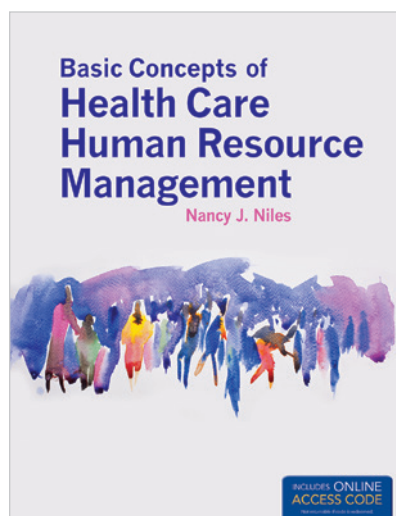
The *Second Edition* brings the book up to date by addressing important changes in the field such as pressure on HR departments to operate with fewer staff, tendency toward decentralization for certain HR activities, impact of organizational flattening and mergers and acquisitions, newer laws that impact recruiting and interviewing, as well as documentation, termination, legal action, and unions.

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## Basic Concepts of Health Care Human Resource Management

**Nancy J. Niles**, PhD, MPH, Lander University

This reader-friendly text covers the most basic concepts of Human Resource Management (HRM) in the healthcare services field. Unlike other texts on the subject, this resource uniquely provides the student with opportunities to apply concepts through end-of-chapter workbook exercises.

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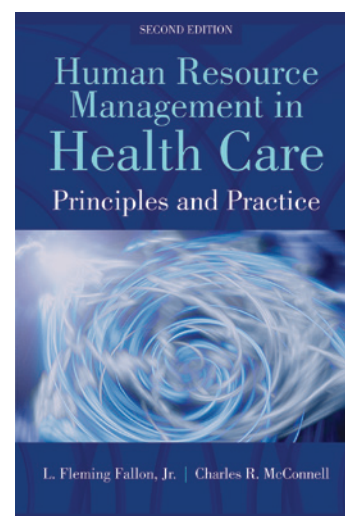
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## Human Resource Management in Health Care

*Principles and Practice*

SECOND EDITION

**L. Fleming Fallon, Jr.**, MD, DrPH, MBA, Bowling Green State University  
**Charles R. McConnell**, MBA, CM, Human Resource and Editorial Consultant

This practical, hands-on book introduces human resource management to those who are preparing to work in any area of health care or health service. This text covers important topics such as recruitment, training, termination, legal issues, labor unions, and more.

Each chapter is introduced by a case study that is resolved at the conclusion of the chapter, along with expert commentary and practical suggestions. Chapters also feature learning objectives, discussion points, and questions to ponder.

The *Second Edition* has been completely reorganized to reflect a better chapter flow and organization. It also offers:

- A new section on healthcare legislation
- A new section in each chapter, "Customer Service Box," that emphasizes the importance of customer service in the context of the material presented in the chapter

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# Health Organizations

## Theory, Behavior, and Development

SECOND EDITION

**James A. Johnson**, PhD, MPA, MS, Central Michigan University  
and St. George's University

**Caren C. Rossow**, DHA, MS, RN, FACHE, Indiana University

Health organizations are complex human systems that have evolved over time and continue to do so in an increasingly globalized, information enriched, technology intensive era such as the 21st century. This is especially so following the Affordable Care Act legislation and regulations in the U.S. The new second edition of **Health Organizations: Theory, Behavior, and Development** addresses these changes by integrating new content throughout every chapter and topic area.

This book will help the student and practitioner put to use theories of organization and knowledge of organization behavior in ways that foster change in productive and sustainable ways, resulting in better outcomes. Students will learn systematic planned approaches for organization development and team building and by examining power, influence, conflict, motivation, and leadership in the context of health service delivery.

The overall framework of the *Second Edition* remains the same as the first book with the following three sections:

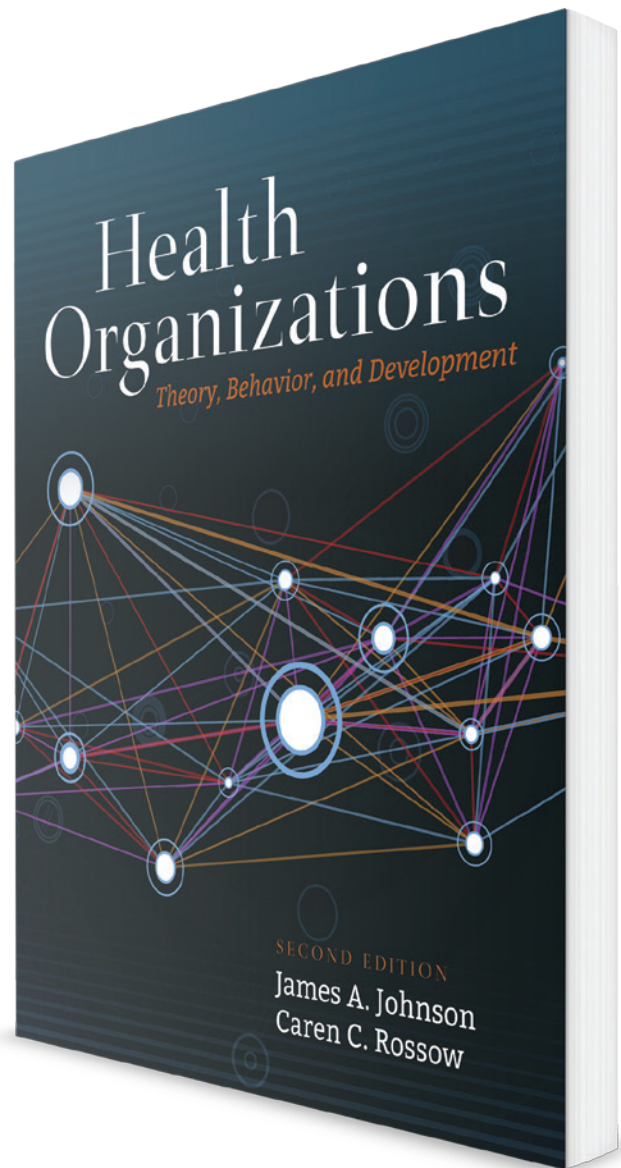
- Part I - Organization Theory Past and Present
- Part II - Organization Dynamics and Human Behavior
- Part III - Organization Development and Sustainability

The *Second Edition* introduces new elements including: chapter overviews; film learning exercises; learning activities; case studies; chapter discussion questions; and other supporting ancillaries.

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- Chapter 4: Modern Theories of Organization
- Chapter 5: Complexity and Postmodern Theories of Organization
- Chapter 6: Theories of Organizational Leadership

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- Chapter 7: Human Behavior and Motivation in Health Organizations
- Chapter 8: Group Dynamics and Healthcare Teams
- Chapter 9: Power and Politics in Health Organizations
- Chapter 10: Conflict Theory and Interpersonal Dynamics in Healthcare
- Chapter 11: Models of Leadership Strategy and Influence for Healthcare
- Chapter 12: Decision Making, Analytics, and Communication in Health Organizations
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- Chapter 14: Diversity, Inclusion, and

Organization Culture in Healthcare

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- Chapter 15: Ethics and Values in Health Organizations
- Chapter 16: Physician and Clinician Integration and Leadership
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## Organizational Behavior in Health Care

THIRD EDITION

**INCLUDES NAVIGATE 2 ADVANTAGE ACCESS**

**Nancy Borkowski**, DBA, CPA, FACHE, FHFMA, School of Health Professions, University of Alabama, Birmingham

*Organizational Behavior in Health Care, Third Edition* was written to assist those who are on the frontline of the industry everyday—healthcare managers who must motivate and lead very diverse populations in a constantly changing environment. Designed for graduate-level study, this book examines the many aspects of organizational behavior, such as individuals' perceptions and attitudes, diversity, communication, motivation, leadership, power, stress, conflict management, negotiation models, group dynamics, team building, and managing organizational change. Each chapter contains learning objectives, summaries, case studies, or other types of activities, such as self-assessment exercises or evaluation.

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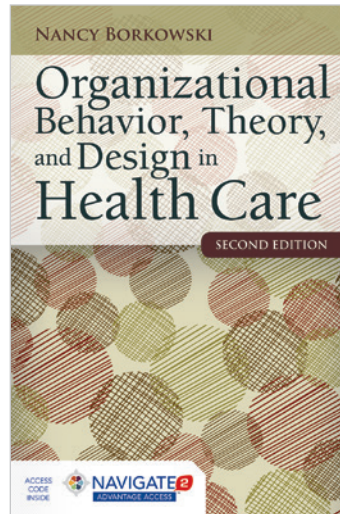
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## Organizational Behavior, Theory, and Design in Health Care

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**Nancy Borkowski**, DBA, CPA, FACHE, FHFMA, School of Health Professions, University of Alabama, Birmingham

In one comprehensive resource, this book integrates the study of organizational behavior and organizational theory within the dynamic context of the healthcare industry.

Using a unique meso-perspective, award-winning author, Nancy Borkowski explores healthcare organizations from both the micro-level (individual behavior in leadership, intrapersonal and interpersonal issues, groups and teams, managing organizational change) as well as the macro-level (the organization as a whole).

Future and practicing healthcare managers alike will benefit from this reader-friendly, practical text which draws deeply from current research articles, case studies, and healthcare management journals.

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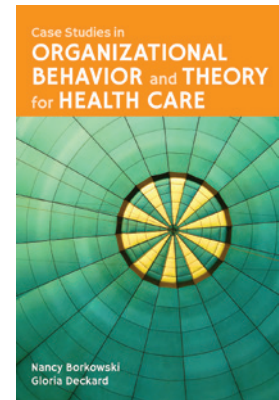
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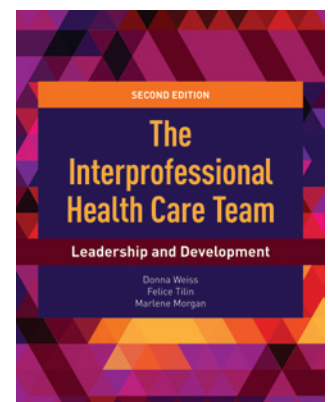
## Case Studies in Organizational Behavior and Theory for Health Care

**Nancy Borkowski**, DBA, CPA, FACHE, FHFMA School of Health Professions, University of Alabama, Birmingham  
**Gloria Deckard**, PhD, Florida International University

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## The Interprofessional Health Care Team

*Leadership and Development*

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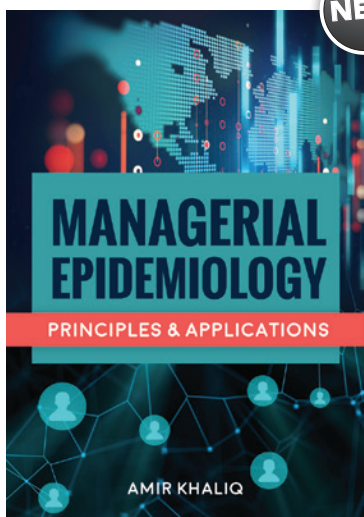
**Donna Weiss**, PhD, OTR/L, FAOTA, Temple University, Philadelphia  
**Felice Tilin**, PhD, Saint Joseph's University, Philadelphia  
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## Managerial Epidemiology

*Principles & Applications*

**Amir Khaliq**, PhD, MBBS, MSc, MSHS,  
University of Oklahoma Health Sciences  
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*Managerial Epidemiology* will help future administrators and managers of health services in planning and delivery of health services through data-driven evidence-based management practices.

This new first edition on managerial epidemiology provides a solid balance of baseline materials on epidemiologic methods and a focus on tools and skills required to succeed as a healthcare manager. The book fulfills the specific requirement by the Commission on Accreditation of Healthcare Management Education (CAHME) for a course on managerial epidemiology.

The text broadens the definition and scope of epidemiology from the distribution, spread, and containment of health problems in populations to the planning, organization, and management of health.

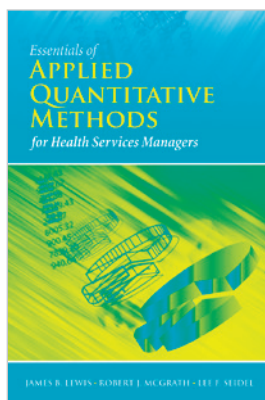
Each chapter includes a self-test, case study or exercise, and a glossary of terms.

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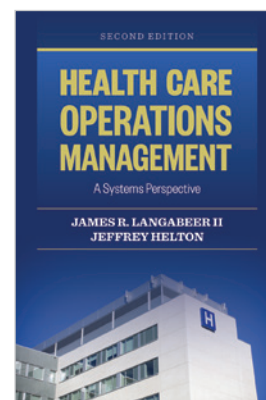
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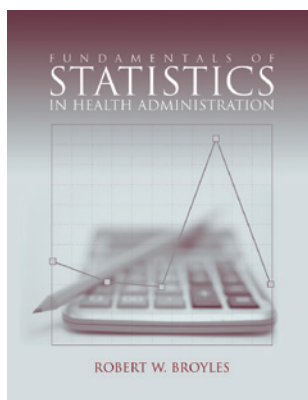
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# Essentials of Health Care Marketing

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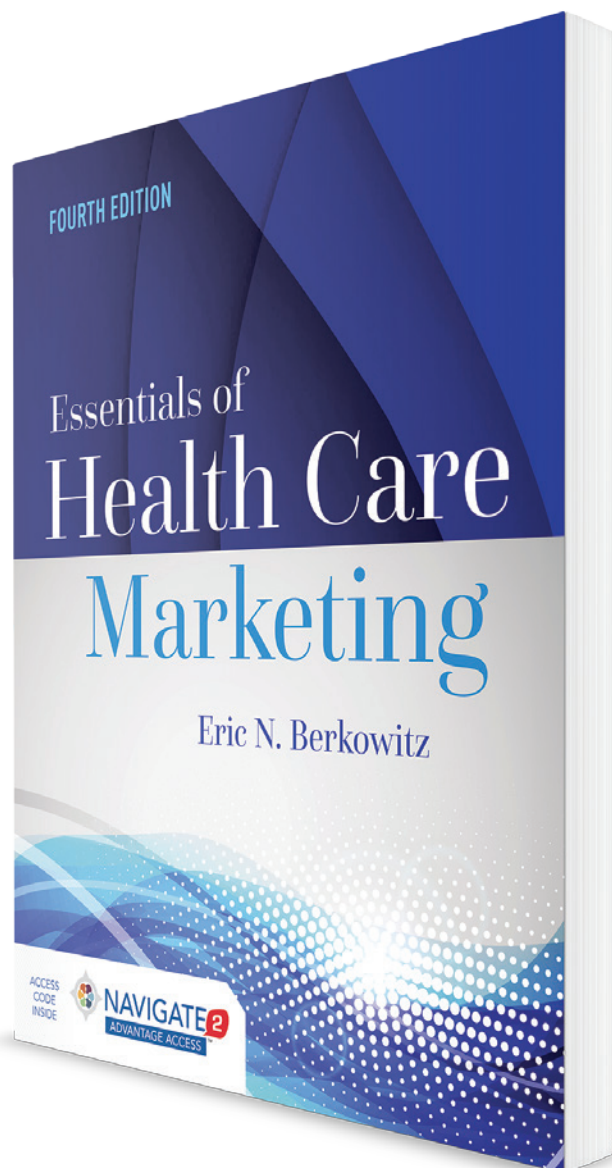
From acclaimed marketing professor, Eric Berkowitz (Professor Emeritus, University of Massachusetts–Amherst, Isenberg School of Management), *Essentials of Health Care Marketing, Fourth Edition* offers the most current, forward-looking presentation of the essential concepts in the marketing of healthcare services.

Filled with examples from a wide array of healthcare providers, health systems, HMOs, physician–hospital organizations, and more, this classroom-tested resource covers fundamental topics such as the marketing process, market research, strategy, buyer behavior, developing customer loyalty, the product life cycle, distribution, promotion, sales management, and more.

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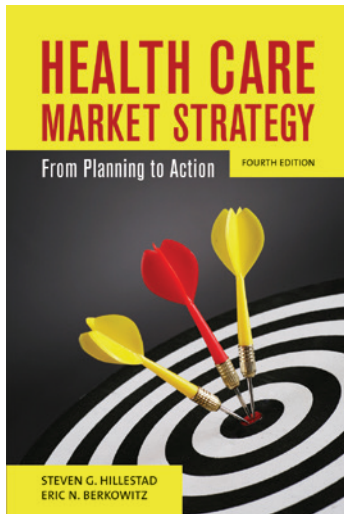
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## Health Care Market Strategy

*From Planning to Action*

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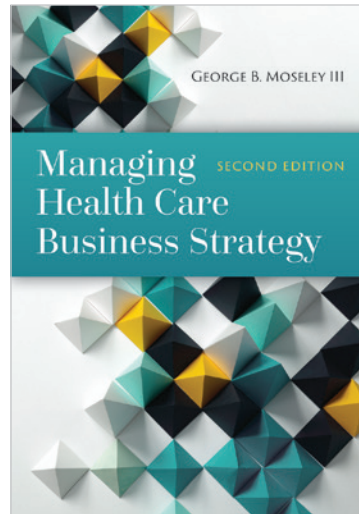
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Harvard School of Public Health

*Managing Health Care Business Strategy, Second Edition* is the definitive textbook on strategic planning and management for healthcare organizations. The book explores the basic multistep process of creating and then managing a strategic plan. It also takes a detailed look at the role played by the key business functions (finance, marketing, human resources, information technology, and law) as well as specific strategic options (merger/acquisition, reorganization, joint venture) and some of the popular tools for analyzing strategic situations (balanced scorecard, Six Sigma, SWOT).

The *Second Edition* is a thorough revision that addresses the many new priorities and perspectives on strategic planning that have emerged in the last 5 years thanks to implementation of the Affordable Care Act as well as the introduction of new delivery and payment models.

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## Integrating Quality and Strategy in Health Care Organizations

**Sarmad Sadeghi**, MD, PhD, Cleveland Clinic Foundation

**Afsaneh Barzi**, MD, PhD, Norris Cancer Center, University of Southern California, Los Angeles

**Osama Mikhail**, PhD, The University of Texas Health Science Center, Houston

**M. Michael Shabot**, MD, Memorial Hermann Healthcare System, School of Biomedical Informatics, The University of Texas Health Science Center

*Integrating Quality and Strategy in Health Care Organizations* equips current and future healthcare executives with a more actionable knowledgebase of clinical quality, by incorporating quality concepts into what we call the “performance-driven planning” process.

Readers of this book will be better able to assess and measure quality efforts in their own organization, as part of a comprehensive strategic management process, which balances quality with other aspects of organizational performance. Written by authors with significant medical and administrative experience in health care, this book will serve as a useful guide for both new and experienced healthcare administrators seeking to improve their quality outcomes while balancing other performance goals.

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# McLaughlin & Kaluzny's Continuous Quality Improvement in Health Care

FIFTH EDITION

**William A. Sollecito**, DrPH, Gillings School of Global Public Health, University of North Carolina, Chapel Hill  
**Julie K. Johnson**, MSPH, PhD, Institute for Public Health and Medicine, Feinberg School of Medicine, Northwestern University

Through a unique interdisciplinary perspective on quality management in health care, this text covers the subjects of operations management, organizational behavior, and health services research. With a particular focus on Total Quality Management and Continuous Quality Improvement, the challenges of implementation and institutionalization are addressed using examples from a variety of health care organizations, including primary care clinics, hospital laboratories, public health departments, and academic health centers.

With contributions from leading health care quality experts, the *Fifth Edition* is a major overhaul, retaining 12 of the original 20 chapters, and adding three new chapters that cover:

- Implementation Science vs. Improvement Science;
- Quality and Safety in the Built environment; and
- LEAN, Six Sigma, and DMAIC quality improvement techniques.

This edition also offers expanded and updated information throughout including:

- More in-depth explanation of the principles of CQI including definitions of quality in healthcare, and an overview of systems and systems thinking
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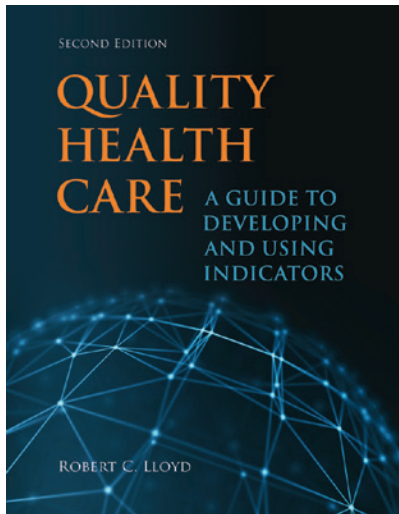
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## Quality Health Care

*A Guide to Developing and Using Indicators*

SECOND EDITION

**Robert Lloyd**, PhD, Vice President,  
Institute for Healthcare Improvement

Written by an internationally-recognized expert in the field of quality management, this text is an essential guide for understanding how to plan and implement a successful quality measurement program in your healthcare facility. It begins by presenting an overview of the context for quality measurement, the forces influencing the demand for quality reform, how to listen to the voice of the customer, and the characteristics of quality that customers value most.

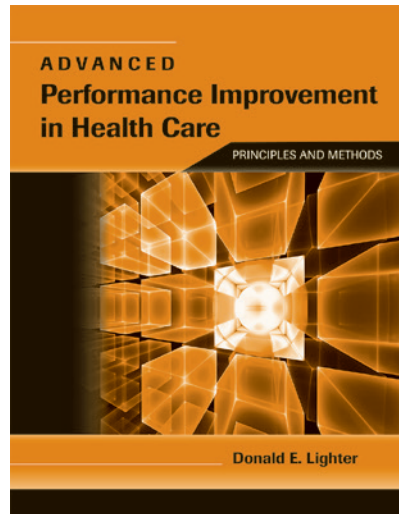
Students will also learn how to select and define indicators to collect data and how to organize data into a dashboard that can provide feedback on progress toward quality measurement. Finally, this book explores how to analyze the data by detailing how variation lives in your data, and whether this variation is acceptable. Case studies are provided to demonstrate how quality measurement can be applied to clinical as well as operational aspects of healthcare delivery.

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## Advanced Performance Improvement in Health Care

*Principles and Methods*

**Donald E. Lighter**, MD, MBA, FAAP, The  
Institute for Healthcare Quality Research  
and Education

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Readers will gain specific knowledge and tools vital for creating and advocating for quality-centric, next-generation healthcare organizations.

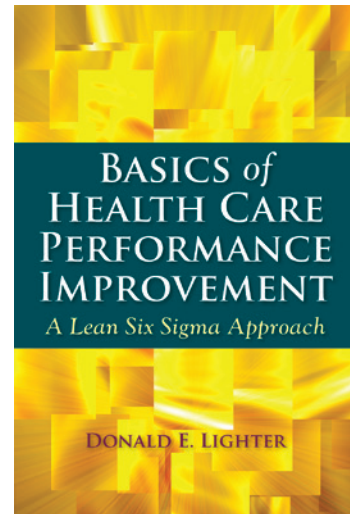
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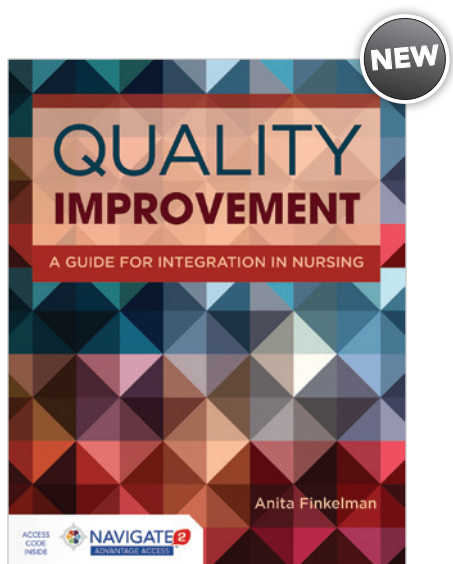
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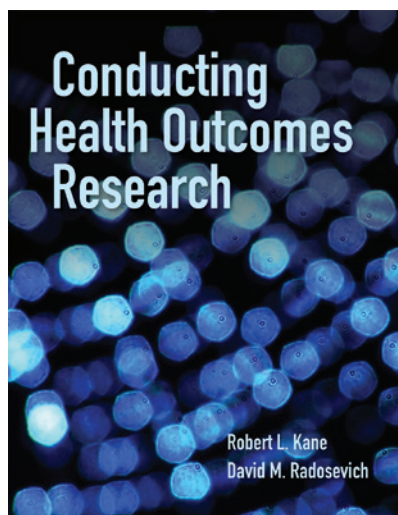
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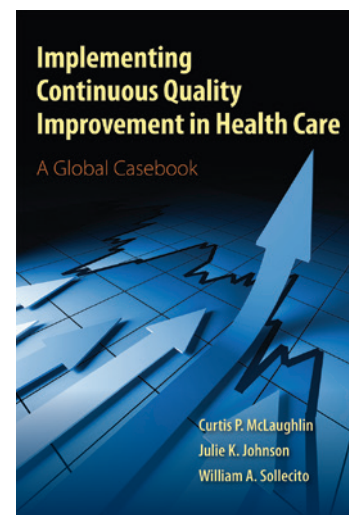
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**Julie K. Johnson**, MPhD, MSPH, Feinberg School of Medicine, Northwestern University

**William A. Sollecito**, DrPH, Gillings School of Global Public Health, UNC, Chapel Hill

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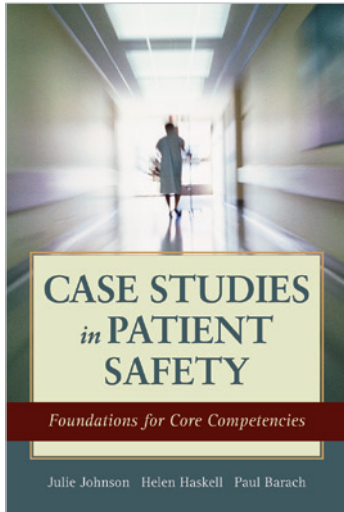
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**Julie K. Johnson**, PhD, MSPH, Northwestern University, Chicago  
**Helen W. Haskell**, MA, Mothers Against Medical Error, Columbia, South Carolina  
**Paul R. Barach**, MD, MPH, College of Medicine, University College Cork, Ireland

This book offers a series of case studies on patient safety—specifically errors that lead to preventable patient harm—told from the perspective of the patient and family. The reader is guided through a structured analysis of the events, eliciting lessons learned and strategies for preventing similar events in the future. Learning objectives for each case facilitate the reader's development of a set of core competencies related to improving safety and quality of health care.

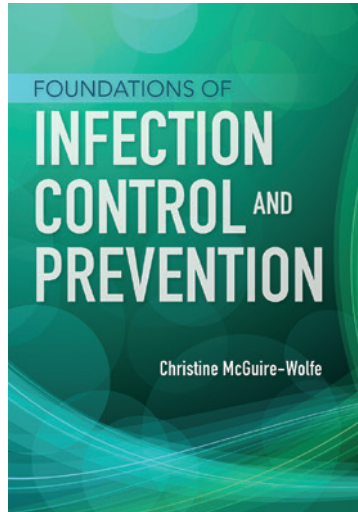
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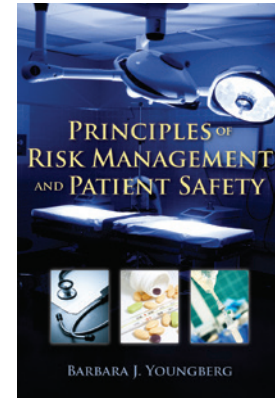
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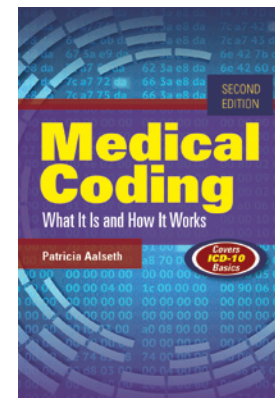
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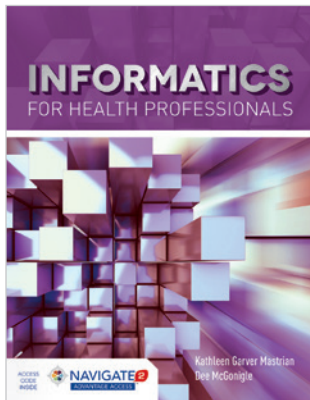
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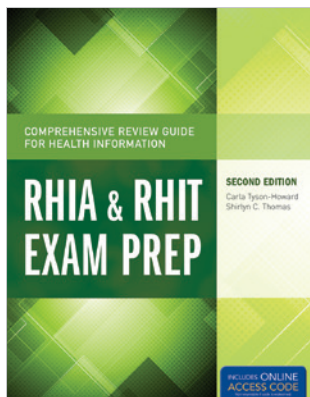
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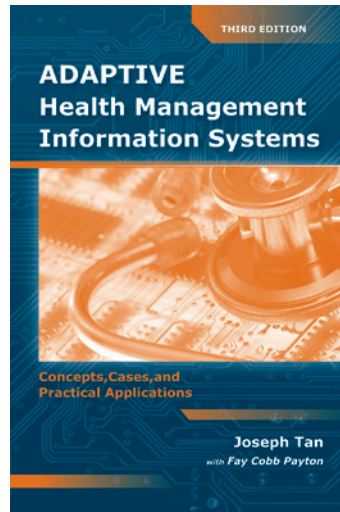
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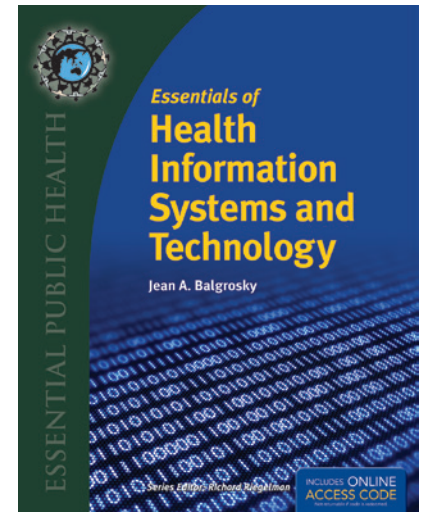
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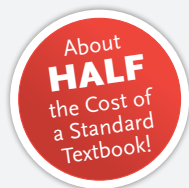
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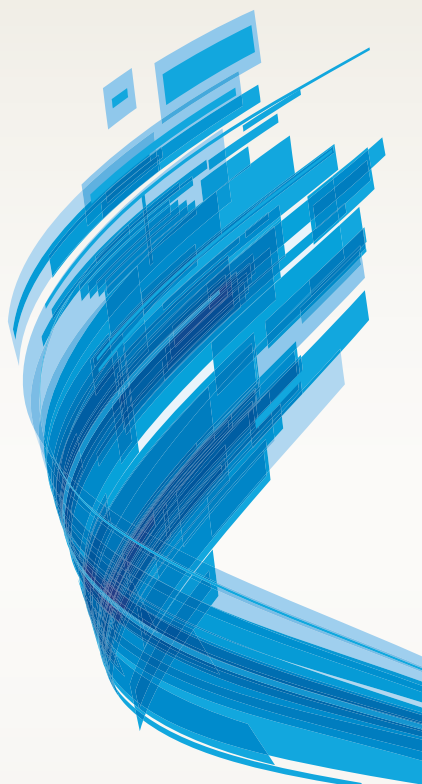
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