

Contents

<i>Dedication</i>	v
<i>Preface</i>	vii
Chapter 1 Introduction: Fixing Healthcare in the United States	1
Chapter 2 Governance: Who's in Charge?	9
Organizing the Owners	9
Case 1: HealthEast and the Misplaced Mission of a Voluntary System	13
Case 2: The AHERF Bankruptcy: Failure of Board Oversight	19
Chapter 3 The Medical Staff: Villains or Victims?	33
Organizing the Medical Staff	33
Case 3: The Mysterious Death of a Mobile Infirmary Medical Staff Member	37
Case 4: South Park Hospital and the Limits of Medical Staff Oversight	44

Chapter 4	Nursing: Where Is It Going and Why Does It Never Get There?	51
	Nursing's Stunted Evolution	51
	Case 5: Why Did Franklin Go Bankrupt?	53
	Case 6: How Should Healthcare Organizations Respond to the Nursing "Shortage"	61
Chapter 5	Financing: How Gold Rules	67
	Following the Money	67
	Case 7: Len Abramson and U.S. Healthcare — By Robert Uris	71
	Case 8: The Office of Medical Assistance and HealthChoices	86
Chapter 6	The Market: Why It Doesn't Work — Or Does It?	95
	Working the Market	95
	Case 9: Concierge Medicine	96
	Case 10: Barix Clinics: The Case of the Focused Fat Factory	103
	Case 11: The Gift of the Heart	112
Chapter 7	Forecasting Trends and Repackaging the Future	125
	Repackaging Care	125
	Case 12: Globalization, Bansal and the Internet Prescription Bust	127
	Case 13: Aging, Klaassen and the Killer Application	133

Chapter 8 Diagnosing and Treating the Pathologies of the U.S. Health System	147
Recurring Themes	147
Case 14: Pottstown Hospital's Conversion Foundation	148
Case 15: State and Federal Healthcare Reform Initiatives: From Rendell to Obama	158
Final Postscript	172
<i>About The Author</i>	175
<i>Bibliography</i>	177
<i>Index</i>	189