Redefining Health Care Creating Valuebased Competition On Results

As the demand for health services rises & the pressure on these services grows, decisions about the use of scarce resources are becoming even more difficult to make & more explicit. This text provides healthcare managers with the knowledge they need. This issue will cover novel approaches to demonstrating value by anesthesiologists. Articles will include Value from the Patient and Payer Perspectives, Perioperative Surgical Home, Demonstrating Value: A British perspective, Demonstrating value: A case study of enhanced recovery, Acute Pain Management/Regional, Measuring Outcomes as Demonstrating Value and many more! This book explains how the traditional paradigm of private and public organizations is changing as a result of the multiple factors that are affecting the way in which goods and services are produced, and for whom they are produced. In view of these disruptive trends, the theory of the firm needs to be updated and to some extent rethought. Moreover, diverse challenges and opportunities such as climate change, aging populations, and new public accountability requirements are necessitating novel frameworks to ensure the long-term survival of public and private organizations. Against this backdrop, the authors contribute to the debate over the firm's primary interest by proposing a new way of viewing the nature of the firm and its relationship with stakeholders. In addition, they carefully analyze the challenges and opportunities mentioned above, evaluating their significance for various important aspects of organizations through different lenses. Global in scope, the book also takes the United Nations Sustainability Development Goals into account. Accordingly, it will be of interest to all readers seeking a better understanding of the evolving nature of firms and organizations in our changing world.

Healthcare Delivery Reform and New Technologies: Organizational Initiatives contains cross-disciplinary research on strategic initiatives for healthcare reform that impact not only patients, but also organizations, healthcare providers, and policymakers. Contributions focus on the operational as well as theoretical aspects of healthcare management, healthcare delivery processes, and patient-centered initiatives.

A growing, aging population; the rise to epidemic proportions of various chronic diseases; competing, often overlapping medical technologies; and of course, skyrocketing costs compounded by waste and inefficiency - these are just a few of the multifarious challenges currently facing healthcare delivery. An unexpected source of solutions is being imported from the manufacturing sector: lean thinking. Lean Principles for Healthcare presents a conceptual framework, management principles, and practical tools for professionals tasked with designing and implementing modern, streamlined healthcare systems or overhauling faulty ones. Focusing on core components such as knowledge management, e-health, patient-centeredness, and collaborative care, chapters illustrate lean concepts in action across specialties (as diverse as nursing, urology, and emergency care) and around the globe. Extended case examples show health systems responding to consumer needs and provider realities with equal efficiency and effectiveness, and improved quality and patient outcomes. Further, contributors tackle the gamut of technological, medical, cultural, and business issues, among them: Initiatives of service-oriented architecture towards performance improvement Adapted lean thinking for emergency departments Lean thinking in dementia care through smart assistive technology Supporting preventive healthcare with persuasive services Value stream mapping for lean healthcare A technology mediated solution to reduce healthcare disparities Geared toward both how lean ideas can be carried out and how they are being used successfully in the real world, Lean Principles for Healthcare not only brings expert knowledge to healthcare managers and health services researchers but to all who have an interest in superior healthcare delivery.

The U.S. health care system is in crisis. At stake are the quality of care for millions of Americans and the financial well-being of individuals and employers squeezed by skyrocketing premiums-not to mention the stability of state and federal government budgets. In Redefining Health Care, internationally renowned strategy expert Michael Porter and innovation expert Elizabeth Teisberg reveal the underlying-and largely overlooked-causes of the problem, and provide a powerful prescription for change. The authors argue that participants in the health care system have competed to shift costs, accumulate bargaining power, and restrict services, rather than create value for patients. This zero-sum competition takes place at the wrong level-among health plans, networks, and hospitals-rather than where it matters most, in the diagnosis, treatment, and prevention of specific health conditions. Redefining Health Care lays out a breakthrough framework for redefining health care competition based on patient value. With specific recommendations for hospitals, doctors, health plans, employers, and policy makers, this book shows how to move to a positive-sum competition that will unleash stunning improvements in quality and efficiency.

Advances in Health Care Management Volume 17 helps to shape emerging thinking about best practices in international health care management. The volume is divided into two sections: a set of commentaries from US and European scholars, and research articles that compare two or more health systems and focus on specific topics in health care delivery.

This book presents the innovative and interdisciplinary application of advanced technologies. It includes the scientific outcomes and results of the conference 12th Day of Bosnian-Herzegovinian American Academy of Art and Sciences held in Mostar, Bosnia, and Herzegovina, June 24-27, 2021. The latest developments in various fields of engineering have been presented through various papers in civil engineering, mechanical engineering, computing, electrical and electronics engineering, and others. A new session, Sustainable Urban Development: Designing Smart, Inclusive and Resilient Cities, was organized, enabling experts in this field to exchange their knowledge and expertise.

This book highlights the work of pioneers in this field, in order to inspire their peers, healthcare leaders and an interested audience. Prior to the respective care practices, the authors describe the core of personalized care and illustrate its connections to value-driven care and evidence-based medicine. The last part of the book addresses organizational and other conditions under which personalized care can thrive. In the Netherlands, substantial work is being done on value-driven care and more is currently being discussed. This book focuses on the benefits of value-driven care for patients and healthcare providers alike. To do so, it explores a range of representative cases and scenarios, such as: Scenario 1: You are able to surgically remove the most difficult tumors and find out one day that you don't need to do so in all indicated patients. Later you can find out how to recognize when surgery isn't the best treatment for certain patients. And now your team has a fixed routine to find the optimal choice together with the patient. Scenario 2: You consider yourself to be a patient-centered doctor who is really in touch with their patients--until you ask them to report for themselves on how they are doing. In the "patient-reported outcomes" you see that you have completely missed an important aspect. Later, you can structurally integrate this into your outpatient clinic. Scenario 3: In line with the planning principles of your hospital, you see chronic patients once a year--and of course also 'as needed'--until your data shows

you that you see patients too early or too late, but rarely when it would be most helpful. Later you can discover how to offer your consultation exactly on time--based on early signals and often even before the patient calls the clinic. This is what value-driven care is all about: care is of more significance to the patient when it is tailored to his or her unique situation. Recognizing the patient's needs, preferences and values, and structurally adapting care accordingly--that is the noble profession of value-driven care, which takes us an important step closer to the ideal of personalized care.

Much as it is with the nation's overall healthcare system, the survival of academic medical centers (AMC's) is threatened by a combination of economic, cultural, and demographic factors. If AMC's are to survive to fill their societal responsibilities, they must adopt a new philosophy. Challenging assumptions and providing the shift in perspective t

Bioethics is the application of ethics to the broad field of medicine, including the ethics of patient care, research, and public health. In this book, prominent authors from around the globe discuss the complexities of bioethics as they apply to our current world. Topics range from the philosophical bioethics of the evolution of thinking about marriage from a religious standpoint to the bioethics of radiation protection to value-based medicine and cancer screening for breast cancer. Bioethics in Medicine and Society is wide-ranging, with additional chapters on the ethics of geoengineering, complementary and alternative medicine, and end-of-life ethical dilemmas. Readers with find that the field of bioethics has broad implications throughout society from our most intimate interpersonal relationships to policies being implemented on a global scale.

The reach of technological advances can be found in many aspects of life, including the world of medical and healthcare. It is essential to understand these technologies so that those in healthcare professions can create and maintain bonds with the patients that rely on them as well as to identify the right tools for to support the improvement of patient care. Technological Tools for Value-Based Sustainable Relationships in Healthcare: Emerging Research and Opportunities is a critical scholarly resource that examines the effects of social and healthcare technologies on human interaction, on health, on life sciences and on well-being in a complex healthcare context. Featuring coverage on a wide range of topics such as, e-health, patient and medical relationship approaches, health information technology (HIT), cypernization of healthcare organizations and patient safety. This book is geared toward academicians, practitioners, students, and researchers seeking current research on the correlation between social and medical technologies and the cultivation of connections through those technologies especially in the healthcare field.

Your Guide for Success in Talent Development and Healthcare Within every corner of a healthcare system reside talent development and training initiatives and thus the need for talent development (TD) professionals and expertise. The ATD Talent Development and Training in Healthcare Handbook addresses the many opportunities and complex TD professionals face in the growing and rapidly changing healthcare space. Effective talent development is the thread that weaves through an entire healthcare organization to ensure it is up to standard with latest practices in treating patients while providing a safe and engaging environment for staff. Whether you are new to the field, a clinician new TD, or a seasoned TD professional in need of solutions and best practices, you can turn to this evergreen resource whenever you need tried-and-true advice. TD professionals have the unique role of tying together organizational and employee advancement in healthcare systems—and likewise, this handbook dives into areas for both business and professional evolution. It covers six key themes across 26 chapters: • Learning and Development Basics • Organizational Development • Employee Development • Business Acumen for the Health System • Digital Transformation and Literacy • Patient-Centric Care Written by 25 fellow healthcare practitioners with extensive experience in the field—from nurses, physicians, and administrators to instructional designers, chief learning officers, technology experts, and leaders across the industry—this book will help you maximize the impact of your work and improve your abilities to deliver the best care possible to your patients.

Healthcare Information Technology Innovation and Sustainability: Frontiers and Adoption presents research in the emerging field on information systems and informatics in the healthcare industry. By addressing innovative concepts and critical issues through case studies and experimental research, this reference source is useful for practitioners, researchers and academics aiming to advance the knowledge and practice of these interdisciplinary fields of healthcare information.

"With this book, Robin Guenther and Gail Vittori show us howcritical our green building mission is to the future of humanhealth and secures a lasting legacy that will continue to challengeand focus the green building movement, the healthcare industry, andthe world for years to come." —From the Foreword by Rick Fedrizzi, President, CEO andFounding Chair, U.S. Green Building Council INDISPENSABLE REFERENCE FOR THE FUTURE OF SUSTAINABLEHEALTHCARE DESIGN Written by a leading healthcare architect named one of FastCompany's 100 most creative people in business and asustainability expert recognized by Time magazine as a GreenInnovator, Sustainable Healthcare Architecture, SecondEdition is fully updated to incorporate the latest sustainabledesign approaches and information as applied to hospitals and otherhealthcare facilities. It is the essential guide for architects,interior designers, engineers, healthcare professionals, andadministrators who want to create healthy environments forhealing. Special features of this edition include: 55 new project case studies, including comparisons of keysustainability indicators for general and specialty hospitals,sub-acute and ambulatory care facilities, and mixed-usebuildings New and updated guest contributor essays spanning a range ofhealth-focused sustainable design topics Evolving research on the value proposition for sustainablehealthcare buildings Profiles of five leading healthcare systems and their uniquesustainability journeys, including the UK National Health Service,Kaiser Permanente, Partners HealthCare, Providence Health &Services, and Gundersen Health System Focus on the intersection of healthcare, resilience, and ahealth promotion imperative in the face of extreme weatherevents Comparison of healthcare facility-focused green building ratingsystems from around the world Sustainable Healthcare Architecture, Second Edition is anindispensable resource for anyone interested in the design,construction, and operation of state-of-the-art sustainablehealthcare facilities.

. 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. Important Notice: The digital edition of this book is missing some of the images or content found in the physical edition

This book examines the nature of service design and service thinking in healthcare and hospital management. By adopting both a service-based provider perspective and a consumer-oriented perspective, the book highlights various

healthcare services, methods and tools that are desirable for customers and effective for healthcare providers. In addition, readers will learn about new research directions, as well as strategies and innovations to develop service solutions that are affordable, sustainable, and consumer-oriented. Lastly, the book discusses policy options to improve the service delivery process and customer satisfaction in the healthcare and hospital sector. The contributors cover various aspects and fields of application of service design and service thinking, including service design processes, tools and methods; service blueprints and service delivery; creation and implementation of services; interaction design and user experience; design of service touchpoints and service interfaces; service excellence and service innovation. The book will appeal to all scholars and practitioners in the hospital and healthcare sector who are interested in organizational development, service business model innovation, customer involvement and perceptions, and service experience.

This volume presents the MD Anderson experience in providing care and services to the rapidly growing population of cancer survivors, which is currently estimated to be 12 million in the United States and more than 25 million worldwide. As cancer survival rates have increased, it has slowly become clear that the challenges faced by people with cancer do not end with treatment but simply change. This book aims to assist community oncologists, physicians, and their staff, who care for the vast majority of cancer survivors, by disseminating models of surveillance for disease recurrence, screening for second primary cancers, education regarding potential late effects of treatment, and psychosocial counseling. These models have proven valuable to cancer survivors who receive care at MD Anderson.

Written For Practicing Physicians, Hospital-Physician Joint Venturers, Corporation Benefit Officers, Health Plan Executives, Healthcare Reformers, And Leaders Of The Consumer Movement, This Unique Text Is A Must-Have Resource Featuring Six Sections innovations in Small Practices, Large Group Practices, Hospital/Physician Relationships, Employer/Health Plans, Cost Constraints/Reforms, And Consumer-Driven ideas.

This book provides a practically applicable guide to the methodologies and technologies for the application of interactive process mining paradigm. Case studies are presented where this paradigm has been successfully applied in emergency medicine, surgery processes, human behavior modelling, strokes and outpatients' services, enabling the reader to develop a deep understanding of how to apply process mining technologies in healthcare to support them in inferring new knowledge from past actions, and providing accurate and personalized knowledge to improve their future clinical decision-making. Interactive Process Mining in Healthcare comprehensively covers how machine learning algorithms can be utilized to create real scientific evidence to improve daily healthcare protocols, and is a valuable resource for a variety of health professionals seeking to develop new methods to improve their clinical decision-making.

"This book explores the complex relationships between patients, physicians, and nurses with different cultural backgrounds, integrating theoretical and empirical perspectives on medical teamwork"--

The second volume of Recent Advances in Orthopedic Surgery brings clinicians and trainees fully up to date with the latest advances in their field. Divided into twelve sections, each chapter discusses new technologies and techniques for surgery in a specific orthopaedic subspecialty – hip, knee, spine, shoulder, elbow – providing a broad understanding of 'hot topics' and detail on current points of debate. A complete chapter is dedicated to new advances in sports medicine. This new volume highlights key topics such as minimally invasive approaches to spine surgery, new developments in the basic science of cartilage, implant selection in revision arthroplasty, and surgical techniques in joint preservation. Authored by renowned experts in their specialty, led by P Maxwell Courtney from the Rothman Institute, Philadelphia, this book is further enhanced by clinical photographs, diagrams and tables. Key points Provides orthopaedic surgeons and trainees with latest advances in the field Covers new technologies and techniques for each orthopaedic subspecialty Internationally recognised author team Volume One (9789351521129) published in 2014

Value by Design is a practical guide for real-world improvement in clinical microsystems. Clinical microsystem theory, as implemented by the Institute for Healthcare Improvement and health care organizations nationally and internationally, is the foundation of high-performing front line health care teams who achieve exceptional quality and value. These authors combine theory and principles to create a strategic framework and field-tested tools to assess and improve systems of care. Their approach links patients, families, health care professionals and strategic organizational goals at all levels of the organization: micro, meso and macrosystem levels to achieve the ultimate quality and value a health care system is capable of offering.

The 6th edition of this established text is streamlined to a more manageable format, with the Appendices moved to the web-site and a significant shortening of the main text. There is a greater focus on the global analysis of industry and competition; and analysis of the internal environment. In consultation with feedback from their adopters, the authors have concentrated on the fundamentals of strategy analysis and the underlying sources of profit. This reflects waning interest among senior executives in the pursuit of short-term shareholder value. As ever students are provided with the guidance they need to strategic planning, analysis of the health services environment (internal and external) and lessons on implementation; with additional discussionssion of organizational capability, deeper treatment of sustainability and corporate social responsibility and more coverageof the sources of organizational inertia and competency traps. This edition is rich in new examples from real-world health care organizations. Chapters are brought to life by the 'Introductory Incidents', 'Learning Objectives', 'Perspectives', 'Strategy Capsules', useful chapter summaries; and questions for class discussion. All cases and examples have been updated or replaced. In this edition the teaching materials and web supplements have been greatly enhanced, with power-point slides, to give lecturers a unique resource.

This open access book comprehensively covers the fundamentals of clinical data science, focusing on data collection, modelling and clinical applications. Topics covered in the first section on data collection include: data sources, data at scale (big data), data stewardship (FAIR data) and related privacy concerns. Aspects of predictive modelling using techniques such as classification, regression or clustering, and prediction model validation will be covered in the second

section. The third section covers aspects of (mobile) clinical decision support systems, operational excellence and value-based healthcare. Fundamentals of Clinical Data Science is an essential resource for healthcare professionals and IT consultants intending to develop and refine their skills in personalized medicine, using solutions based on large datasets from electronic health records or telemonitoring programmes. The book's promise is "no math, no code"and will explain the topics in a style that is optimized for a healthcare audience.

Redefining Health CareCreating Value-based Competition on ResultsHarvard Business Press

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"Health care is not failing but succeeding, expensively, and we don't want to pay for it. So the administrations, public and private alike, intervene to cut costs, and herein lies the failure." In this sure-to-be-controversial book, leading management thinker Henry Mintzberg turns his attention to reframing the management and organization of health care. The problem is not management per se but a form of remote-control management detached from the operations yet determined to control them. It reorganizes relentlessly, measures like mad, promotes a heroic form of leadership, favors competition where the need is for cooperation, and pretends that the calling of health care should be managed like a business. "Management in health care should be about dedicated and continuous care more than interventionist and episodic cures." This professional form of organizing is the source of health care's great strength as well as its debilitating weakness. In its administration, as in its operations, it categorizes whatever it can to apply standardized practices whose results can be measured. When the categories fit, this works wonderfully well. The physician diagnoses appendicitis and operates; some administrator ticks the appropriate box and pays. But what happens when the fit fails—when patients fall outside the categories or across several categories or need to be treated as people beneath the categories or when the managers and professionals pass each other like ships in the night? To cope with all this, Mintzberg says that we need to reorganize our heads instead of our institutions. He discusses how we can think differently about systems and strategies, sectors and scale, measurement and management, leadership and organization, competition and collaboration. "Market control of health care is crass, state control is crude, professional control is closed. We need all three—in their place." The overall message of Mintzberg's masterful analysis is that care, cure, control, and community have to work together, within health-care institutions and across them, to deliver quantity, quality, and equality simultaneously.

Examining the ways and extent to which systemic factors affect health outcomes with regard to quality, affordability and access to curative healthcare, this explorative book compares tax-funded Beveridge systems and insurance-based Bismarck systems. Containing contributions from national experts, The Law and Policy of Healthcare Financing charts and compares the merits of healthcare systems throughout 11 countries, from the UK to Colombia.

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This data-driven book analyzes factors that will improve the efficiency and quality of the American health care delivery system through the lens of physician supply in an era of managed care. Presenting policy recommendations and a broad range of perspectives from conversations with experts in health economics, medical education, and health policy, Scheffler's work makes accessible a critical and complex area of health care.

"Nathan Tierney's powerful storytelling is rarely seen in today's health care business environment. We must redesign the health care delivery system---a team sport in service of patients, hold it accountable with measurement to improve outcomes, and quantify the resource costs over the full cycle of care. Value-based health care is a framework through which these goals are achieved, and Tierney provides a detailed playbook to get your organization there. Outlined in incredible detail and clarity, he presents core concepts and dives into the key metrics

needed to build, maintain, and scale a successful value-based health care organization. Nathan shares a realistic vision of what any CEO should expect when developing their own Value Management Office. Nothing is more important to me than improving the lives of those I love. My personal mission is to create systemic change with an impact on the global stage. This playbook needs to be on the desk of every executive, clinician, and patient today." -Mahek Shah, MD, Senior Researcher and Senior Project Leader, Harvard Business School Our current healthcare system's broken. The Organization for Economic Co-Operation and Development (OECD) predicts health care costs could increase from 6% to 14% of GDP by 2060. The cause of this increase is due to (1) a global aging population, (2) growing affluence, (3) rise in chronic diseases, and (4) better-informed patients; all of which raises the demand for healthcare. In 2006, Michael Porter and Elizabeth Teisberg authored the book 'Redefining Health Care: Creating Value-Based Competition on Results.' In it, they present their analysis of the root causes plaguing the health care industry and make the case for why providers, suppliers, consumers, and employers should move towards a patient-centric approach that optimizes value for patients. According to Porter, "value for patients should be the overarching principle for our broken system." Since 2006, Professor Porter, accompanied by his esteemed Harvard colleague, Profesor Robert Kaplan, have worked tirelessly to promote this new approach and pilot it with leading healthcare delivery organizations like Cleveland Clinic, Mayo Clinic, MD Anderson, and U.S. Department of Veteran Affairs. Given the current state of global healthcare, there is urgency to achieve widespread adoption of this new approach. The intent of this book is to equip all healthcare delivery organizations with a guide for putting the value-based concept into practice. This book defines the practice of value-based health care as Value Management. The book explores Profesor Porter's Value Equation (Value = Outcomes/ Cost), which is central to Value Management, and provides a step-by-step process for how to calculate the components of this equation. On the outcomes side, the book presents the Value Realization Framework, which translates organizational mission and strategy into a comprehensive set of performance measures and contextualizes the measures for healthcare delivery. The Value Realization Framework is based on Professor Kaplan's ground-breaking Balanced Scorecard approach, but specific to healthcare organizations. On the costs side, the book details the Harvard endorsed time-driven activity based costing (TDABC) methodology, which has proven to be a modern catalyst for defining HDO costs. Finally, this book covers the need and a plan to establish a Value Management Office to lead the delivery transformation and govern operations. This book is designed in a format where any organization can read it and acquire the fundamentals and methodologies of Value Management. It is intended for healthcare delivery organizations in need of learning the specifics of achieving the implementation of value-based healthcare.

"This text provides students with current information on various global health topics. Written by academic authors, scientists, and health practitioners, the text prepares students with a basic perspective of health policy issues from various geographical regions and explains how they are affected by significant world events. The text addresses international health and healthcare at both the undergraduate and graduate levels"--

'Clinical epidemiology' is now widely promoted and taught as a 'basic science' of Evidence-Based Medicine, of clinical EBM to be specific. This book, however, is mostly about that which Miettinen takes to be the necessary substitute for this now-so-fashionable subject – namely, Theory of Clinical Medicine together with its subordinate Theory of Clinical Research. The leit motif in all of this is Miettinen's perception of the need, and opportunity, to bring major improvements into clinical medicine in this Information Age, now that theoretical progress has made feasible the development of practice-guiding Expert Systems for it. Parts of this text constitute essential reading for whoever is expected, or otherwise inclined, to study – or teach – 'clinical epidemiology,' and the same is true of those who set policy for the education of future clinicians; but practically all of it is essential reading for future – and current – academics in the various disciplines of clinical medicine. After all, the text is the result of a concentrated effort, over a half-century no less, to really understand both clinical and community medicine and the research to advance the knowledge-base of these. Research epidemiologists, too, will find this text interesting and instructive.

This book seeks to promote the exploitation of data science in healthcare systems. The focus is on advancing the automated analytical methods used to extract new knowledge from data for healthcare applications. To do so, the book draws on several interrelated disciplines, including machine learning, big data analytics, statistics, pattern recognition, computer vision, and Semantic Web technologies, and focuses on their direct application to healthcare. Building on three tutorial-like chapters on data science in healthcare, the following eleven chapters highlight success stories on the application of data science in healthcare, where data science and artificial intelligence technologies have proven to be very promising. This book is primarily intended for data scientists involved in the healthcare or medical sector. By reading this book, they will gain essential insights into the modern data science technologies needed to advance innovation for both healthcare businesses and patients. A basic grasp of data science is recommended in order to fully benefit from this book.

"Health care in the United States and other nations is on a collision course with patient needs and economic reality. Rising costs, mounting quality problems, and increasing numbers of citizens without health insurance are unacceptable--and unsustainable. In Redefining Health Care, Michael E. Porter and Elizabeth Olmstead Teisberg set forth a new vision of the health care system in which every actor is focused on improving value, as measured by health outcomes per dollar expended. The authors prescribe a powerful and actionable agenda for change"--Page 2 of cover.

In this issue of Surgical Oncology Clinics of North America, Guest Editor Clifford Ko, MD has assembled the top experts concerning Outcomes Research in Oncology. Topics in this issue will include: Currently Available Quality Initiatives in Surgical Oncology; Variation in Mortality After High Risk Cancer Surgery: Failure to Rescue; Readmission as a Quality Measure Following High Risk Cancer Surgery; Randomized Controlled Trials in Surgical Oncology: Where Do We Stand?; Lymph Node Staging in GI Malignancies; Racial and Socioeconomic Disparities in Cancer Care; Patient Safety in Surgical Oncology: Perspective from the Operating Room; Value Based Health Care: A Surgical Oncologist Perspective; Monitoring the Delivery of Cancer Care: Commission on Cancer and National Cancer Data Base; Prediction Tools in Surgical Oncology; Collaboration With the Community Cancer Center: Benefit for All; and Evaluating the Appropriateness of Cancer Care in the United States.