
BIBLIOGRAPHY

- Appleby, C., "The Measure of Medical Services," *Hospital and Health Networks*, Vol. 69, June 1995, pp. 26–34.
- Armed Forces Staff College, *Joint Staff Officers Guide*, 1997.
- Assistant Secretary of Defense, Health Affairs, *Medical Readiness Strategic Plan (MRSP) 2001*, DoD 5136.1-P, March 1995.
- Assistant Secretary of Defense, Health Affairs, memorandum on "Defense Medical Readiness Training Institute (DMRTI)," October 17, 1997.
- Assistant Secretary of Defense, Health Affairs, *Medical Readiness Strategic Plan (MRSP) 1998–2004*, August 1998.
- Barr, D. A., "The Effects of Organizational Structure on Primary Care Outcomes Under Managed Care," *Annals of Internal Medicine*, Vol. 122, 1995, pp. 353–359.
- Bazzoli, G. J., et al., "A Taxonomy of Health Networks and Systems: Bringing Order Out of Chaos," *Health Services Research*, Vol. 33, No. 6, February 1999, pp. 1683–1725.
- Bernstein, S., "Two Dozen Doctor Groups in State Near Failure," *Los Angeles Times*, September 1999.
- Bloom, M., and G. T. Milkovich, "Relationships Among Risk, Incentive Pay, and Organizational Performance," *Academy of Management Journal*, Vol. 41, No. 3, 1998, pp. 283–297.

- Brickley, J. A., et al., *Organizational Architecture: A Managerial Economics Approach*, Chicago: Irwin, 1996.
- Cave, D. G., "Vertical Integration Models to Prepare Health Systems for Capitation," *Health Care Management Review*, Vol. 20, No. 1, 1995, pp. 26–39.
- Christianson, J. B., R. D. Feldman, and D. R. Wholey, "HMO Mergers: Estimating Impact on Premiums and Costs," *Health Affairs*, Vol. 16, No. 6, November-December 1997, pp. 133–141.
- Clement, J. P., "Strategic Hospital Alliances: Impact on Financial Performance," *Health Affairs*, Vol. 16, No. 6, November-December 1997, pp. 193–203.
- Congressional Budget Office, *Restructuring Military Medical Care*, July 1995.
- Defense Health Program, U.S. Department of Defense, *FY 1999 President's Budget*, 1999, at www.tricare.osd.mil/resourcemgmt/fy99pb/fy99pb1.html
- Deputy Secretary of Defense, memorandum on "Strengthening the Medical Functions of the Department of Defense," October 1, 1991.
- Donley, M. B., et al., *The Office of the Secretary of Defense: Creating a New Organization for a New Era*, McLean, Va.: Hicks & Associates, Inc., May 1997.
- Dowling, W. L., "Strategic Alliances as a Structure for Integrated Delivery Systems," in A. D. Kaluzny et al., eds., *Partners for the Dance: Forming Strategic Alliances in Health Care*, Ann Arbor, Mich.: Health Administration Press, 1995.
- Fan, C. P., et al., "The Design of Payment Systems for Physicians Under Global Budget—An Experimental Study," *Journal of Economic Behavior & Organization*, Vol. 34, No. 2, February 1998, pp. 295–311.
- Gillies, R. R., et al., "Best Practices in Managing Organized Delivery Systems," *Hospital and Health Services Administration*, Vol. 42, No. 3, Fall 1997, pp. 299–321.

- Ginsburg, P. B., "A Year in the Life of the Health Care System," *Annual Report 1998*, Center for Studying Health System Change, Washington, D.C., July 1999.
- _____, "A Perspective on Health System Change in 1999," *Annual Report 1999*, Center for Studying Health System Change, Washington, D.C., August 2000.
- Given, R. S., "Economies of Scale and Scope as an Explanation of Merger and Output Diversification Activities in the Health Maintenance Organization Industry," *Journal of Health Economics*, Vol. 15, No. 6, 1996, pp. 685–713.
- Goes, J. B., and Seung Ho Park, "Interorganizational Links and Innovation: The Case of Hospital Services," *Academy of Management Journal*, Vol. 40, No. 3, June 1997, pp. 673–696.
- Gold, M., et al., *Arrangements Between Managed Care Plans and Physicians: Results from a 1994 Survey of Managed Care Plans*, Washington, D.C.: Physician Payment Review Commission, February 1995.
- Gortner, H. F., et al., *Organization Theory: A Public Perspective*, Fort Worth, Tex.: Harcourt Brace & Company, 1997.
- Hanchak, N. A., "Managed Care, Accountability, and the Physician," *Managed Care and Office Practice*, Vol. 80, No. 2, March 1996, pp. 245–261.
- Hellinger, F. J., "The Impact of Financial Incentives on Physician Behavior in Managed Care Plans: A Review of the Evidence," *Medical Care Research and Review*, Vol. 53, No. 3, September 1996, pp. 294–314.
- Hunter, R. W., and B. R. Baker, *Report for the Secretary of Defense on the Feasibility and Benefits to be Gained from Creating the Defense Health Agency*, Arlington, Va.: Systems Research and Applications Corporation, MDA-83-C-0082, August 1983.
- Hurley, J., et al., "Geographically-Decentralized Planning and Management in Health Care: Some Informational Issues and Their Implications for Efficiency," *Social Science Medicine*, Vol. 41, No. 1, March 1995.

- Jensen, M. C., and W. H. Meckling, "Specific and General Knowledge, and Organizational Structure," in L. Werin and H. Wijkander, eds., *Contract Economics*, Cambridge, Mass.: Blackwell, 1992, pp. 151–174.
- Kizer, K. W., "Prescription for Change: The Guiding Principles and Strategic Objectives Underlying the Transformation of the Veterans Healthcare System," speech to Veterans Administration headquarters staff, March 1995.
- Kralewski, J. E., et al., "The Effects of Capitation Payment on the Organizational Structure of Medical Group Practices," *Journal of Ambulatory Care Management*, Vol. 19, No. 1, Fall 1996.
- LaMar, J. E. II, et al., "Provider Workforce Model for Regional TRICARE Networks," *Military Medicine*, Vol. 162, No. 9, 1997, pp. 590–596.
- Lesser, C. S., and P. B. Ginsburg, "Update on the Nation's Health Care System: 1997–1999," *Health Affairs*, Vol. 19, No. 6, 2000, pp. 206–216.
- Luck, J., and J. W. Peabody, "Improving the Public Sector: Can Reengineering Identify How to Boost Efficiency and Effectiveness at a VA Medical Center?" *Health Care Management Review*, Vol. 25, No. 2, Spring 2000, pp. 34–44.
- Milgrom, P., and J. Roberts, *Economics, Organization and Management*, Englewood Cliffs, N.J.: Prentice Hall, 1992.
- Morrisey, M., "The Effect of Managed Care on Physician and Clinician Integration in Hospitals," *Medical Care*, Vol. 37, No. 4, April 1999, pp. 350–361.
- Newhouse, J. P., "Reimbursing Health Plans and Health Providers: Efficiency in Production Versus Selection," *Journal of Economic Literature*, 34, September 1996, pp. 1236–1263.
- Peay, J.H.B. III, "Correlating Medical Forces Forward," *Joint Forces Quarterly*, Winter 1996–97.
- Prendergast, C., "The Provision of Incentives in Firms," *Journal of Economic Literature*, Vol. 37, No. 1, March 1999, pp. 7–63.

- Rainey, H. G., *Understanding and Managing Public Organization*, San Francisco: Jossey-Bass Publishers, 1997.
- Rice, D. B., *Defense Resource Management Study*, Washington, D.C.: U.S. Government Printing Office, 1979.
- Robinson, J. C., "The Dynamics and Limits of Corporate Growth in Health Care," *Health Affairs*, Vol. 15, No. 2, 1996, pp. 155–167.
- _____, "Physician-Hospital Integration and the Economic Theory," *Medical Care Research and Review*, Vol. 54, No. 1, 1997.
- _____, "The Future of Managed Care Organization," *Health Affairs*, Vol. 18, No. 2, March/April 1999, pp. 7–23.
- Robinson, J. C., and L. P. Casalino, "Vertical Integration and Organizational Networks in Health Care," *Health Affairs*, Vol. 15, No. 1, Spring 1996.
- Schank, J. F., et al., *Consolidating Active and Reserve Component Training Infrastructure*, Santa Monica, Calif.: RAND, MR-1012-A, 1999.
- Shanley, M. G., J. D. Winkler, and P. Steinberg, *Resources, Costs, and Efficiency of Training in the Total Army School System*, Santa Monica, Calif.: RAND, MR-844-A, 1997.
- Shelton, General H. H., *Joint Vision 2020*, Joint Chiefs of Staff, June 2000.
- Shortell, S. M., et al., "The New World of Managed Care: Creating Organized Delivery Systems," *Health Affairs*, Winter 1994, pp. 46–64.
- _____, "Reinventing the American Hospital," *The Milbank Quarterly*, Vol. 73, No. 2, 1995.
- _____, *Reinventing Health Care in America*, San Francisco: Jossey-Bass Publishers, 1996.
- Smith, D. G., et al., "Financial Management in Leading Health Care Systems," *Journal of Health Care Finance*, Vol. 26, No. 4, Summer 2000, pp. 19–30.

U.S. Department of Defense, *Report of the Military Health Care Study*, December 1975.

_____, *Review of the Department of Defense Organization for Health Care*, 1991a.

_____, *Report of the Joint Working Group to Consider Consolidation of Healthcare Functions*, September 1991b.

_____, *Doctrine for Health Services Support in Joint Operations*, Joint Publication 4-02, April 1995.

_____, *An Organizational and Management Study of the Office of the Under Secretary of Defense for Personnel and Readiness and Subordinate Activities*, September 1996.

_____, *Joint Doctrine Capstone and Keystone Primer*, Joint Publication 1, July 1997.

_____, *Medical Readiness Strategic Plan (MRSP) 1998–2004*, DoD 5136.1-P, August 1998.

_____, *Career Progression of Minority and Women Officers*, August 1999.

U.S. General Accounting Office, *Medical Readiness Training: Limited Participation by Army Medical Personnel*, GAO/NSIAD-93-205, June 1993a.

_____, *Operation Desert Storm: Improvements Required in the Navy's Wartime Medical Care Program*, GAO/NSIAD-93-189, July 1993b.

_____, *Operation Desert Storm: Problems with Air Force Medical Readiness*, NSIAD-94-58, December 1993c.

_____, *Wartime Medical Care: Aligning Sound Requirements with New Combat Care Approaches Is Key to Restructuring Force*, T-NSIAD-95-129, March 1995.

_____, *Audit of Veterans Integrated Service Network Organization, Planning, and Implementation of Key Strategic Goals and Objectives*, 9D2-A19-001, January 1999a.

- _____, *Defense Health Care: Tri-Service Strategy Needed to Justify Medical Resources for Readiness and Peacetime Care*, GAO/HEHS-00-10, November 1999b.
- _____, *Managing for Results: Emerging Benefits from Selected Agencies' Use of Performance Agreements*, GAO-01-115, October 2000.
- U.S. Senate Armed Services Committee, *National Defense Authorization Act for Fiscal Year 2000*, Senate Rpt. 106-50, 1999.
- Walston, S. L., J. R. Kimberly, and L. R. Burns, "Owned Vertical Integration and Health Care: Promise and Performance," *Health Care Management Review*, Vol. 21, No. 1, Winter 1996, pp. 83-92.
- Wholey, D. R., et al., "Scale and Scope Economies Among Health Maintenance Organizations," *Journal of Health Economics*, Vol. 15, December 1996, pp. 657-684.
- Wholey, D. R., J. B. Christianson, and S. M. Sanchez, "Organization Size and Failure Among Health Maintenance Organizations," *American Sociological Review*, Vol. 57, December 1992, pp. 829-842.
- Williamson, S., *A Description of U.S. Enlisted Personnel Promotion Systems*, Santa Monica, Calif.: RAND, MR-1067-OSD, 1999.
- Zajac, E. J., and J. D. Westphal, "The Costs and Benefits of Managerial Incentives and Monitoring in Large U.S. Corporations: When Is More Not Better?" *Strategic Management Journal*, Vol. 15, 1994, pp. 121-142.