



**Figure 12.3.** A matrix design: a psychiatric center. (From Leatt, Peggy, Ross Baker, and John R. Kimberly, "Organization Design." In *Health Care Management: Organization Design and Behavior*, 5th ed., edited by Stephen M. Shortell and Arnold D. Kaluzny, 332. Clifton Park, NY: Thomson Delmar Learning, 2006. Reprinted with permission of Delmar Learning, a division of Thomson Learning ([www.thomsonrights.com](http://www.thomsonrights.com)). From *Managing Health Services Organizations and Systems* (6th ed., Longest & Darr). Health Professions Press, Inc. All rights reserved. Permission for figure/table access granted for course use only. Permission required for all other uses (see caption above).