



**Stephen L. Walston**

# **STRATEGIC HEALTHCARE MANAGEMENT**

**Planning and Execution**

**Second  
Edition**

# Healthcare Strategic Planning Second Edition

**Cynthia A. Oster, Jane S. Braaten**



## **Healthcare Strategic Planning Second Edition:**

Essentials of Strategic Planning in Healthcare Jeffrey Paul Harrison, 2010 *Essentials of Strategic Planning in Healthcare* introduces readers to the factors influencing the strategic planning process in hospitals and other health services institutions today. Structured around a comprehensive case study and accompanying end of chapter exercises, this text places readers in the planner's seat, asking them to apply what they have learned to lead the hospital in the case study to success. Topics covered include: The role leadership plays in strategic planning; Organizational factors critical to strategic planning; Completing a SWOT analysis; Analytical tools that support strategic planning; Key data sources available to planners; Strategic opportunities presented by pay for performance initiatives; Communicating the strategic plan to multiple stakeholders; Linking the strategic plan to operating performance; Physician involvement in strategic planning; Strategic planning initiatives across the continuum of care; Hospital physician integration models; Factors affecting strategic planning in the post acute care industry. Jeffrey P. Harrison, PhD, FACHE, is an associate professor of health administration at the University of North Florida. Previously, Dr. Harrison held a wide range of managerial positions including chief operating officer of a hospital, director of a large medical group, and leader at the health system level. He is founder and president of Harrison Consulting Group Inc, a healthcare consulting firm.

*Essentials of Strategic Planning in Healthcare, Third Edition* Jeffrey P. Harrison, 2020-10-30. This book fully explains strategic plan development and implementation in a healthcare organization from conducting an environmental assessment to communicating the plan to stakeholders, as well as the factors that influence strategic planning effectiveness, including organizational culture, physician involvement, and planning across the continuum of healthcare services.

**Healthcare Strategic Planning, Fourth Edition** John M. Harris, 2017-08-20. Instructor Resources: PowerPoint slides of the book's exhibits and a transition guide to the new edition. The US healthcare delivery system is undergoing unprecedented transformation. In response to rapid and profound changes in technology, competition, consumerism, and other areas, healthcare leaders must help their organizations develop and implement effective strategies to survive and thrive. This fourth edition of *Healthcare Strategic Planning*, edited by John M. Harris and previously authored by Alan M. Zuckerman, provides core insights into strategic planning practice and theory and shows how those insights can be applied to healthcare organizations. Examples from actual healthcare organizations add real-life detail and reinforcement. By following the book's step-by-step guide to the stages of strategic planning—analyzing the environment, determining organizational direction, formulating strategies, and transitioning to implementation—readers will learn how to answer the question everyone in healthcare management is asking: Where are we going? This new edition addresses strategic planning in the context of contemporary healthcare issues, particularly population health, value-based payment, and shifting provider-payer partnerships. It features the following new or enhanced material and more: Fresh strategies for incorporating strategic thinking into management routines; Expanded coverage of environmental analysis, including tips on organizing the

data collection process and identifying market trends  
New strategy formulation examples that illustrate the relationship among between crucial issues goals and key metrics  
A step by step process for creating an effective implementation plan and guidance for gaining board approval  
New case studies that illustrate how successful organizations handle the annual strategic planning process  
A new chapter on addressing business model shifts and technological and clinical advances at each step of the planning process

*Strategic Healthcare Management: Planning and Execution, Second Edition* Stephen Walston, 2018-01-15  
Instructor Resources Test bank PowerPoint slides for each chapter answers to the chapter questions and suggestions for presenting and discussing the cases  
A healthcare organization's mission should direct its strategies  
Successful leaders make good decisions that advance their organization's ability to achieve its mission and thereby gain a strategic mission advantage even in the face of uncertainty  
This book explores in depth the development and implementation of strategy to achieve mission advantage  
It provides both the theoretical concepts and the practical tools leaders need to make better strategic decisions  
Its cases and examples show how strategic principles can be applied to the intricacies of the contemporary healthcare system always tying back to the key stakeholders values mission and vision that underpin healthcare organizations and their purpose  
A notable feature of this edition is its emphasis on learning through topical and timely case studies that depict strategic challenges healthcare leaders commonly face  
These challenges range from issues of capitation the formation of accountable care relationships and competitive positioning to the dissolution of alliances and vertical integration among others  
Along with the necessary concepts and practical means for understanding implementing and monitoring strategies this book also provides financial tools for directing strategic decisions and methods for analyzing healthcare markets  
Noteworthy topics include the following and more  
The shift to value based care and reimbursement models  
The continued evolution of healthcare reform and its effect on healthcare market structure  
Hospital and healthcare business models and how they are changing  
Disruptive innovation in healthcare  
The impact of increasing consolidation of the insurance and provider sectors  
The advantages and challenges of alliances and partnerships both domestic and international  
Healthcare stakeholders and their engagement  
Accountability in healthcare strategic plan execution  
Given the rapid and seemingly constant change in healthcare skillful strategic planning and its implementation are more essential than ever to achieving organizational success  
This book gives readers the background they need to make decisions that promote their organization's success and mission

**Managing Health Care Business Strategy** George B. Moseley III, 2017-03-20  
Managing Health Care Business Strategy is the definitive textbook on strategic planning and management for healthcare organizations  
It offers all the basic information on strategic planning and management within the unique context of organizations concerned with the delivery and financing of health care  
It does this by noting the singular strategic environment in health care explaining the special procedures and options available to health care organizations and providing real life examples in the form of case studies  
It includes not only a description of the basic multi step process of

creating and then managing a strategic plan but also 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

**Healthcare Strategic Planning** Alan M. Zuckerman, 2005      **Strategic Healthcare Management** Stephen Lee Walston, 2014      **Healthcare Strategic Planning** Alan M. Zuckerman, 1998 Strategic planning can help you plan amid the chaos to position your organization for long term success In this book veteran consultant Alan Zuckerman provides you with step by step guidance for confronting the pressures of today with a solid plan for the future He outlines a proven strategic planning process addresses special issues facing various types of healthcare organizations provides case studies that demonstrate how strategic planning can integrate financial consumer analyses to guide an organization The author presents a fresh view of the importance of planning His insight in this area is enlightening Doody's Review Service for Health Sciences Professionals      **Healthcare Strategic Planning** Alan M. Zuckerman, 2005      Health Administration ,

**Strategic Planning for Nurses: Change Management in Health Care** Michele Sare, LeAnn Ogilvie, 2009-07-30 This book is Print on Demand Orders take 4-6 weeks to fulfill Strategic Planning for Nurses builds insight and breaks boundaries that have historically hampered nursing's professional progression and power as a stakeholder in a global business based healthcare arena Divided into three parts to take the reader through the mechanics of strategic planning as it specifically applies to nursing this unique book delivers specific skill and knowledge based instruction on business concepts trends and issues that face the demographically and culturally diverse nursing workforce of the 21st century 2010 238 pages

**Transformational Leadership in Nursing, Second Edition** Elaine Sorensen Marshall, Marion E. Broome, 2016-08-26 This award winning text guides nursing graduate students in developing the key skills they need to fulfill emerging leadership roles as our health care system experiences profound change and increasing complexity The book provides a wealth of critical information practical tools creative vision and inspiration that will help to facilitate leadership at the highest level of clinical practice This second edition is expanded and updated to incorporate leadership challenges resulting from health care reform changes in the current vision of health care and innovations that foster leadership development Two completely new chapters address transformational leadership regarding changing health care perspectives and emerging contexts for health care The text helps graduate students to master the skills they need to work effectively with interdisciplinary colleagues address challenges within the confines of budget constraints and resolve health care disparities and improve outcomes in all settings With contributions from expert scholars and clinicians in the humanities natural and social sciences organizational studies business nursing and other health care sciences this inspirational text fulfills the DNP core competencies as described in the American Association of Colleges of Nursing AACN Essentials of DNP Education New to the Second Edition Updated and expanded to incorporate new leadership challenges resulting from health care reform

Expands the scope of leadership to encompass emerging health care contexts transformation of vision and practice innovations Includes a new chapter addressing transformative leadership vis vis changing health care perspectives Presents a new chapter describing emerging contexts for health care and how to build a respectful culture in which emerging leaders can thrive Includes updated tools health care paradigms and leadership inspiration Presents cases and reflective questions that help students apply the theoretical content to their own situations and generate discussion across cohorts of students Key Features Written expressly for APRNs transitioning into leadership roles Grounded in competencies and essentials of doctorate education for advanced nursing practice Traces the trajectory from expert clinician to role of leader of complex organizations and patient populations Draws from experts in the humanities natural and social sciences business nursing and health care

*Strategic Analysis for Healthcare* Michael S. Wayland, Warren G. McDonald, 2020-10-30 Strategic planning encompasses much more than simply writing up a strategic plan and calling it a day Successful strategic planning also requires developing the analytical skills leaders need to overcome current challenges while figuring out how to thrive well into the future This book shows the way Strategic Analysis for Healthcare Concepts and Practical Applications presents a straightforward step by step approach to strategic analysis and strategy development in healthcare Through its clear explanations of theoretical concepts supported by examples and applied exercises the book provides readers with practical methods for developing healthcare strategy This second edition includes the following new features and more A brand new chapter on population health an increasingly important approach to value based care Three additional new chapters on strategic directional indicators strategy selection and justification and implementation plans and contingency planning A substantially rewritten chapter on financial fit assessment and projection Significant updates to many sections and topics including financial analysis competitive benchmarking and organizational culture With its short engaging chapters this workbook can be used as a stand alone applied learning tool or in conjunction with an additional textbook Perforated pages allow for easy use of the exercises as gradable assignments The authors also mapped specific chapters from this book that can be taught alongside two other Health Administration Press titles Strategic Healthcare Management Planning and Execution Second Edition and Healthcare Strategic Planning Fourth Edition Leaders must be able to assess and strategically manage change in healthcare as well as envision the future from a predictive competitive and visionary perspective This book is designed to provide current and future leaders alike with the knowledge and guidance to do so

**High Reliability Organizations, Second Edition** Cynthia A. Oster, Jane S. Braaten, 2020-11-02 Patient safety and quality of care are critical concerns of healthcare consumers payers providers organizations health systems and governments Although a strong body of knowledge shows that high reliability methods enable the most efficient safe and effective care these methods have yet to be completely implemented across healthcare According to authors Cynthia Oster and Jane Braaten nurses who are on the frontline of providing safe and effective care are ideally situated to drive high reliability High Reliability Organizations A

Healthcare Handbook for Patient Safety Quality Second Edition equips nurses and healthcare professionals with the tools necessary to establish an error detection and prevention system This new edition builds on the foundation of the first book with best practices relevant exemplars and important discussions about cultural aspects essential to sustainability New material focuses on High reliability performance during a pandemic Organizational learning and tiered safety huddles High reliability in infection prevention and ambulatory care The emerging eld of human factors engineering within healthcare Creating a virtual resource toolkit for frontline staff     The Strategic Management of Health Care Organizations Peter M. Ginter,W. Jack Duncan,Linda E. Swayne,2018-01-17 A comprehensive guide to effective strategic management of health care organizations Strategic Management of Health Care Organizations provides essential guidance for leading health care organizations through strategic management This structured approach to strategic management examines the processes of strategic thinking consensus building and documentation of that thinking into a strategic plan and creating and maintaining strategic momentum all essential for coping with the rapidly evolving health care industry Strategic Management of Health Care Organizations fully explains how strategic managers must become strategic thinkers with the ability to evaluate a changing industry analyze data question assumptions and develop new ideas The book guides readers through the strategic planning process demonstrating how to incorporate strategic thinking and create and document a clear and coherent plan of action In addition the all important processes of creating and maintaining the strategic momentum of the organization are fully described Finally the text demonstrates how strategic managers in carrying out the strategic plan must evaluate its success learn more about what works and incorporate new strategic thinking into operations and subsequent planning This strategic management approach has become the de facto standard for health care management as leadership and strategic management are more critical than ever in coping with an industry in flux This book provides heath care management students as well as health care administrators with foundational guidance on strategic management concepts and practices tailored to the unique needs of the health care industry Included are a clear discussion of health services external analysis organizational internal analysis the development of directional strategies strategy alternative identification and evaluation and the development and management of implementation strategies providing an informative and insightful resource for anyone in the field This new eighth edition has been fully updated to reflect new insights into strategic thinking new methods to conceptualize and document critical environmental issues practical steps for carrying out each of the strategic management processes industry and management essentials for strategic thinkers and new case studies for applying the strategic management processes More specifically readers of this edition will be able to Create a process for developing a strategic plan for a health care organization Map and analyze external issues trends and events in the general environment the health care system and the service area Conduct a comprehensive service area competitor analysis Perform an internal analysis and determine the competitive advantages and competitive disadvantages Develop directional strategies Identify

strategic alternatives and make rational strategic decisions for a health care organization Develop a comprehensive strategy for a health care organization Create effective value adding service delivery and support strategies Translate service delivery and support plans into specific action plans The health care industry s revolutionary change remains ongoing and organizational success depends on leadership Strategic management has become the single clearest manifestation of effective leadership of health care organizations and the strategic management framework s strengths are needed now more than ever The Strategic Management of Health Care Organizations provides comprehensive guidance and up to date practices to help leaders keep their organizations on track

**Strategic Analysis for Healthcare: Concepts and Practical Applications** Michael S. Wayland, Warren G. McDonald, 2015-10-27 Instructor Resources PowerPoint slides with teaching tips An applied learning approach that will keep students engaged The healthcare environment is changing rapidly and so are the skill sets needed for successful organizational leadership in the field Strategic Analysis for Healthcare Concepts and Practical Applications arms readers with strategic analysis methods tools and frameworks and builds a foundation of practical experience to prepare students for their future careers This unique workbook introduces students to analysis and strategy development through examples within healthcare as well as from outside industries where strategic analysis has been key to organizations survival and success After a brief introduction to business strategy the book covers a sequence of strategic analysis tools logically arranged into sections on broad analysis focused analysis integrative analysis strategy development and strategy selection Application exercises grow in complexity from one chapter to the next as students develop new skills Topics include the following Future perfect thinking and affinity charts Five forces PEST and SWOT analyses Financial statement and ratio analyses Life cycle and corporate culture analyses Internal external and grand strategy matrices Quantitative strategic planning matrix and profitability projections The book can be used as a stand alone text or in conjunction with existing textbooks to facilitate applied learning Comprehensive yet practical it can also be used in a capstone course Perforated pages allow for easy use of the activities as gradable assignments

[Strategic Management of the Healthcare Supply Chain](#) Eugene Schneller, Yousef Abdulsalam, Karen Conway, Jim Eckler, 2023-08-08 A systems approach to understanding the needs of today s healthcare supply chain Strategic Management of the Healthcare Supply Chain offers a big picture overview and a proven strategic framework for supply chain management in healthcare It also addresses concrete strategies for risk management partnerships logistics performance assessment information technology and beyond Readers will gain a comprehensive understanding of the issues facing the healthcare supply chain and the opportunities that present themselves as we look toward the future Written by a team of authors with both research expertise and practical experience in healthcare supply chain this broad and impactful book teases out the complexities within the supply chain field and the healthcare ecosystem The healthcare industry is evolving rapidly and the role of the supply chain is shifting in response Institutions and practitioners are collaborating more closely than ever with supply chain leaders This shift introduces new



opportunities and challenges at the level of healthcare delivery. Additionally, the role of supply chain in safeguarding the social determinants of health, food transportation, critical health-related products, is rapidly expanding, especially in historically underserved populations. This revised edition takes a holistic approach to the needs of people and organizations, yielding strategies that will improve both economic and health outcomes. Gain the understanding you need to work toward building a mature supply chain organization. Develop perspective on how the needs of the healthcare supply chain are shifting in the modern era. Holistically assess supply chain performance and improve clinical, financial, and operational outcomes. Identify opportunities to generate value, improve alliances, and cut costs. This book will be of interest to graduate students in the health sector and supply chain programs as well as working clinicians, health sector managers, and supply chain leaders. Policymakers looking to create a more resilient healthcare supply chain in the wake of COVID-19 will also find valuable insight inside.

**Nursing Informatics for the Advanced Practice Nurse, Second Edition** Susan McBride, Mari Tietze, 2018-09-28

A must-have text for all healthcare professionals practicing in the digital age of healthcare. *Nursing Informatics for the Advanced Practice Nurse, Second Edition* delivers a practical array of tools and information to show how advanced practice nurses can maximize patient safety, quality of care, and cost savings through the use of technology. Since the first edition of this text, health information technology has only expanded. With increased capability and complexity, the current technology landscape presents new challenges and opportunities for interprofessional teams. Nurses who are already trained to use the analytic process to assess, analyze, and intervene are in a unique position to use this same process to lead teams in addressing healthcare delivery challenges with data. The only informatics text written specifically for advanced practice nurses, *Nursing Informatics for the Advanced Practice Nurse, Second Edition* takes an expansive, open, and innovative approach to thinking about technology. Every chapter is highly practical, filled with case studies and exercises that demonstrate how the content presented relates to the contemporary healthcare environment. Where applicable, concepts are aligned with the six domains within the Quality and Safety Education in Nursing (QSEN) approach and are tied to national goals and initiatives. Featuring chapters written by physicians, epidemiologists, engineers, dietitians, and health services researchers, the format of this text reflects its core principle: that it takes a team to fully realize the benefit of technology for patients and healthcare consumers. What's New: Several chapters present new material to support team optimization of electronic health records. Updated national standards and initiatives. Increased focus and new information on usability, interoperability, and workflow redesign throughout, based on latest evidence. Explores challenges and solutions of electronic clinical quality measures (eCQMs), a major initiative in healthcare informatics. Medicare and Medicaid Services use eCQMs to judge quality of care and how dynamics change rapidly in today's environment. Key Features: Presents national standards and healthcare initiatives. Provides in-depth case studies for better understanding of informatics in practice. Addresses the DNP Essentials, including:

- II Organization and system leadership for quality improvement and systems thinking
- IV Core

Competency for Informatics and Interprofessional Collaboration for Improving Patient and Population health outcomes  
Includes end of chapter exercises and questions for students Instructor s Guide and PowerPoint slides for instructors Aligned with QSEN graduate level competencies      *Leaders Start to Finish, 2nd Edition* Anne Bruce, Stephanie M. Montanez, 2012-03-10 Are you responsible for creating a leadership training program for your organization but don t know where to start Do you already have experience in developing leadership training programs but want to improve the efficacy of your current offering Either way *Leaders Start to Finish* offers detailed specific insight and instructions on how to develop highly effective leadership training programs that will produce engaged and authentic leaders in your organization Within the framework of providing detailed workable real world suggestions and examples for building or improving your leadership program some of the specific topics covered in *Leaders Start to Finish* include developing authentic engaged leaders closing the gap on generational leadership utilizing leadership competencies developing strategic and tactical plans planning for smooth efficient succession developing human capital leading with integrity values intuition and stronger ethics building stronger teams managing the talent cycle becoming an influential leader incorporating the three P s purpose passion and performance into your leadership training an overview of current leadership trends With numerous case examples from the real world as well as checklists discussion questions practical exercises training tips and more *Leaders Start to Finish* gives you everything you need to create a professional effective efficient leadership training program whether you re starting from scratch or are interested in improving your current training protocols      *Fundamentals of Strategic Planning for Healthcare Organizations* Stan Williamson, 1997 A straightforward and practical guidebook *Fundamentals of Strategic Planning for Healthcare Organizations* explores the basic principles of planning and maps out key routes for expanding companies in need of specific decision making procedures This allows readers to generate their own ideas for developing strategic plans tailored to the individual needs of their companies The worksheets client surveys and other comprehensive planning documents the book provides from actual healthcare organizations are valuable aids to this developmental stage *Fundamentals of Strategic Planning for Healthcare Organizations* points the way to implementing a reliable structural framework for effective strategic health care planning It advocates methods and models that are at once practical and theoretically sound Presenting each step necessary to the development of a competent strategic plan this book enables managers in small and large healthcare organizations to maximize performance in any kind of environment It keeps astride the developments in a rapidly changing industry as it moves beyond strategic plan development to plan implementation plan evaluation and plan control The book s step by step approach facilitates systematic analysis of healthcare delivery models and the roles of marketing communications and internal and external factors in the planning process For motivated self starters striving to steer the course of their organizations in a rapidly changing industry the book s presentation of the following topics will be beneficial situation analysis performance objectives setting mission definition strategy selection operational plans development plan

management Fundamentals of Strategic Planning for Healthcare Organizations illustrates the practical elements of strategic planning and considers the logic behind them By doing so this book acts as both a primer for the novice and a reference source for managers with more experience Readers will find themselves turning to it again and again for its practical hands on advice

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### **Healthcare Strategic Planning Second Edition Introduction**

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