

PREFACE

E*ssentials of Strategic Planning in Healthcare* is intended to be the primary textbook for introductory courses in healthcare strategic planning. The book opens with a comprehensive case study that students can use to work through the entire strategic planning process. Study questions and realistic exercises in each chapter are linked to the case study and give students an opportunity to work with healthcare data. This third edition incorporates discussion boards and other exercises that can be used in hybrid or online courses.

Healthcare research shows that the most successful organizations create a culture that fosters creativity, innovation, and transformational leadership. Effective strategic planning depends on leaders' commitment to creating an organizational culture that supports change. The first part of the book includes chapter 1, "Leadership, Mission, Vision, and Culture: The Foundation for Strategic Planning," and chapter 2, "Transformational Leadership Maximizes Strategic Planning." These chapters show leadership's important role in strategic planning and in creating an organizational culture that fosters successful strategic planning. They also highlight the challenges and opportunities in executive leadership.

The second part of the book demonstrates essential strategic planning techniques for the healthcare field. It emphasizes the importance of positioning the healthcare organization in its community environment to achieve its objectives and to ensure its survival. Chapter 3, "Fundamentals of Strategic Planning," explains how strategic planning begins with an analysis of the external environment and organizational factors critical to the process. Chapter 4, "Strategic Planning and SWOT Analysis," focuses on the strengths, weaknesses, opportunities, and threats facing healthcare organizations and their importance in developing

strategic plans. It discusses the concept of downstream revenue to incorporate the growth of ambulatory care services, post-acute care, and palliative services. Chapter 5, “Healthcare Marketing,” has been updated to include the six Ps of marketing. A sixth P, purpose, has been added to the traditional five-Ps approach, because a successful marketing plan must have a clear purpose if it is to become an integral part of the strategic plan. In addition, as health systems continue to grow, reflecting the consolidation in the industry, marketing is shifting from the local level to the regional or national level for some organizations. Chapter 5 also discusses trends in website enhancement, social media, and other digital media.

The third part of the book considers data, analytical tools, and other essential components of a strategic plan. Chapter 6, “Strategic Planning and Health Information Technology,” identifies key data sources available to strategic planners in healthcare. It discusses artificial intelligence and recent enhancements in online data security. Chapter 7, “Strategic Planning and the Healthcare Business Plan,” discusses financial tools used to inform healthcare strategic planning. It examines the role of venture capital firms in the healthcare business planning model. Finally, chapter 8, “Communicating the Strategic Plan,” emphasizes the importance of effectively sharing the strategic plan with multiple stakeholder groups and various outlets for sharing, including Facebook and Twitter.

The fourth part of the book focuses on strategic planning initiatives across the continuum of healthcare services. These initiatives include physician group management, long-term care, and other joint ventures. Chapter 9, “Accountable Care Organizations and Physician Alignment,” discusses how hospitals can gain strategic advantage by linking with physicians. The chapter also describes the latest trends in physician group practice and incorporates the latest research on accountable care organizations. Chapter 10, “Strategic Planning and Post-Acute Care Services,” discusses the growth in palliative care as a partnership across the continuum of care. The chapter has been updated to incorporate the growing need for dementia care through day care centers, memory care units, and inpatient facilities. Overall, it explores strategic planning opportunities in inpatient rehabilitation, skilled nursing, hospice, and other post-acute care services.

The fifth part of the book is written from a futurist perspective. It discusses the constant changes in regulatory and quality requirements and the evolving healthcare innovations that should be considered in strategic planning. Chapter 11, “Strategic Planning in Health Systems,” discusses the growth of national and international health systems, the increasing rate of integration among healthcare organizations, and nontraditional partnerships with insurance companies and retail markets. Chapter 12, “Strategic Planning and Quality Management,” addresses the critical need to create value for both the organization and the consumer. The concept of value for today’s consumer emphasizes high quality and low cost. The chapter examines the growing demand for quality-related data and transparency, as well as the ever-evolving pay-for-performance initiatives intended to enhance quality. Finally, chapter 13, “The Future of Healthcare,” focuses on the need for innovation and disruption in current models for healthcare delivery. It looks at the current trend of

increased customization in healthcare, highlights upcoming value-based care initiatives, and considers proposals for Medicare for All.

Each chapter of the book includes definitions of key terms, review questions, exercises and questions related to the Coastal Medical Center case study, individual exercises and questions, and online exercises. Instructors may choose which activities fit best in their curriculum. The reference list at the end of each chapter can also serve as a list of recommended readings. Chapters 9 through 13 are modular, enabling the instructor to change their order or exclude one or more according to individual preference or classroom requirements.

The epilogue, “Ten Concepts for Effective Leadership,” presents a real-life example of how to bring strategic planning forward in an organization. It describes ways to improve job satisfaction and organizational performance.

I hope you find that *Essentials of Strategic Planning in Healthcare* provides the knowledge and tools necessary for future organizational success.

INSTRUCTOR RESOURCES

This book’s Instructor Resources include a test bank, PowerPoint slides, answers to the end-of-chapter and case study questions, and a Health Administration Press (HAP) syllabus planner.

For the most up-to-date information about this book and its Instructor Resources, go to ache.org/HAP and search for the book’s order code (24201).

This book’s Instructor Resources are available to instructors who adopt this book for use in their course. For access information, please e-mail hapbooks@ache.org.

HAP course lesson plans are designed to promote an active classroom. They can be used to set up a new course or to adapt an existing syllabus to this edition of the textbook. Activities have been designed to enhance critical-thinking and problem-solving skills, as well as information retention and retrieval capacity. The course lesson plans are designed for either an online or an on-ground environment.