

## PREFACE

**W**hen we completed our first edition of this book, we had no idea it would be so well received. We want to thank each of you for understanding what we aimed to accomplish. Organizations continue to face significant challenges relating to the seemingly never-ending changes in contemporary healthcare, which requires effective strategic analysis and planning. Managing organizations operationally also continues to be important, but if we expect to survive in this evolving healthcare marketplace, we also must focus on the future, and that is what strategic planning and management is all about. Based on sound analysis, organizations develop strategies to help them not only survive but also thrive well into the future. Unfortunately, there is often a lack of understanding about just how to accomplish that task effectively and efficiently.

Continuing with the style of our first edition, this book presents a simple and straightforward approach to strategic analysis and strategy development in the healthcare field. The clear explanations of specific concepts, supported by examples and applied exercises, provide practical methods of developing strategy for healthcare organizations from both theoretical and practical perspectives. This book is less about completing a piece of paper called a *strategic plan* and more about developing the strategic analytical thought processes necessary for today's healthcare leaders.

As time passes, the industry and environment change, and healthcare leaders must be able to assess and strategically manage the changes to champion the development of strategy for their organizations. They also have to be able to envision the future from a predictive perspective, a competitive perspective, and a visionary perspective. This book is designed to provide them with both the knowledge and guidance necessary to accomplish that.

Readers can use this book as a stand-alone resource or as an adjunct to another text. We have even provided links to other common textbooks. The book is intended to be easy to read and to enable readers to apply the concepts quickly. It can be used in parallel with a case, a class project, or a capstone class. The chapters are designed to be engaging and short so that students will actually read them and professionals will be able to apply the concepts quickly.

### Contents of the Book

The book includes 30 chapters that provide students and professionals alike with specific tools critical in the development of the strategic thought process needed to become healthcare leaders of the future. The tool box of applications includes more than just the

usual SWOT analysis; it also encompasses a number of actionable techniques that reinforce the importance of strategic analysis and enable students and professionals to develop an effective management approach to strategy.

We have added new chapters on population health, which is so important in the value-based approach we find in contemporary healthcare; strategic directional indicators; strategy selection and justification; implementation plans; and contingency planning. In addition, we rewrote most of the other chapters, including those on financial analysis of the organization, competitive benchmarking, and organizational culture. All of this, combined with our simple and straightforward approach, makes this book highly useful and one we hope readers will retain for years.

## **Purpose of the Book**

This book was developed with applied learning in mind. Faculty members can use the concepts and examples included in each chapter to teach students about strategic analysis, and students can use the blank templates provided in most of the chapters to apply this knowledge. We believe that “learning by doing” is the best way to learn, and this book reflects that mind-set. By actually applying the material in these chapters, students will gain a greater understanding of strategic analysis, strategic management, and how to prepare to meet the demands of the future.

We were encouraged by the fact that a number of health systems purchased the first edition of this book to aid in strategic planning, and we hope others will follow with the second edition. We believe that the tools provided can be applied immediately by both students and professionals. We hope you find our approach both appealing and useful, and we thank you for using this book.