



## Transition Guide

*Essentials of Strategic Planning in Healthcare*, Third Edition

by Jeffrey P. Harrison

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*Essentials of Strategic Planning in Healthcare* is a complete guide to developing and implementing a strategic plan. Starting with an examination of leadership's role in strategic planning and the impact of organizational culture, the book then explores the essential techniques, tools, and data for developing a strategic plan and recommends strategic planning initiatives across the continuum of healthcare services. Taking a futurist perspective, author Jeffrey P. Harrison acknowledges the constant changes in regulatory and quality requirements and the evolving healthcare innovations that strategic planning must consider.

### Changes in the Third Edition

As in previous editions, *Essentials of Strategic Planning in Healthcare* provides a comprehensive case study with associated questions and exercises in each chapter. Each chapter also contains review questions and most contain individual questions and/or exercises. In this 3rd edition, online exercises have also been added to all chapters that can be used in hybrid or online courses. References in all chapters have been updated and can serve as additional reading for students. Some of the chapters have been rearranged to facilitate scaffolded learning as concepts are introduced. Data has been updated in all chapters.

Chapter	Chapter Title	New Material
1	Leadership, Mission, Vision, and Culture: The Foundation for Strategic Planning	This chapter was updated with current data on healthcare spending and hospital statistics. Added a new role of "Strategic Realization Office (SRO)", a growing resource in many organizations.
2	Transformational Leadership Maximizes Strategic Planning	Key terms of dyad and triad were added with descriptions of this leadership trend. Another key word added was "complexity" as this has been used more to describe the challenges in healthcare.
3	Fundamentals of Strategic Planning	Added the impact of growth in Ambulatory Surgery Centers and Outpatient Surgery. Updated information was included on Healthy People 2030.

4	Strategic Planning and SWOT Analysis	This chapter includes information about Downstream Revenue” to incorporate the growth in free-standing ED’s and hospital revenue from outpatient services.
5	Strategic Healthcare Marketing	This chapter has been updated to include the six P’s of marketing. The sixth P is purpose which is important because a successful marketing plan is an integral component of putting the strategic plan into action. It will also discuss trends in Web Enhancement, Digital Media, and Social Media. Social marketing is introduced as a key term and a discussion of the use in healthcare.
6	Strategic Planning and Health Information Technology	This chapter discusses recent enhancements in online Data Security and the concept of Artificial Intelligence (AI). This edition has also included current examples of healthcare organizations using big data. A new key term of “Block chain technology” was added with a brief description of the benefits to healthcare.
7	Strategic Planning and the Healthcare Business Plan	This chapter was augmented by introducing venture capital as a financing option.
8	Communicating the Strategic Plan	This chapter is much the same with more emphasis on leveraging digital technology as an effective communication technique.
9	Accountable Care Organizations and Physician Alignment.	The title was changed from “ACOs and Physician Joint Ventures” to “ACO’s and Physician Alignment.” This better describes the current relationship with physicians and more accurately reflects today’s priorities. It also includes an Organizational Checklist for ACO Success.
10	Strategic Planning and Post-Acute Care Services	The key term of Memory care was added with statistics to highlight the growing need for dementia care. Statistics throughout the chapter were updated to highlight the importance of consideration of the post-acute care settings in strategic planning.
11	Strategic Planning in Health Systems	This chapter discusses the growth of national and international health systems, the increasing rate of integration among healthcare organizations, and nontraditional partnerships such as with insurance companies and retail markets.
12	Strategic Planning and Quality Management	This chapter has been retitled in this third addition to address the critical need to create value for both the organization and the consumer. There is added content on patient experience as well as employee and patient engagement.
13	The Future of Healthcare	This chapter updates and adds content on medical advancements, value-based care and new payment models, technology impacts, and operational considerations. Key terms of CRISPR and Medicare for All were added.