Essentials of Strategic Planning in Healthcare is intended to be the primary textbook for introductory courses in healthcare strategic planning. The book includes 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.

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.

The second part of the book demonstrates essential strategic planning techniques for the healthcare field. It emphasizes the importance of positioning the healthcare organization relative to its environment to achieve its objectives and ensure its survival. Chapter 3, “Fundamentals of Strategic Planning,” explains how to begin the strategic planning process with an analysis of the external environment and organizational factors critical to strategic planning. 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. Chapter 5, “Healthcare Marketing,” is new with this second edition because marketing is such an integral component of putting the strategic plan into action. In addition, with the growth of health systems, marketing is shifting from the local level to the regional or national level for some organizations.
The third part of the book focuses on the data that must be collected before a strategic plan can be developed, analytical tools that support strategic planning, and essential components of a strategic plan. Chapter 6, “Strategic Planning and Health Information Technology,” identifies key data sources available to strategic planners in healthcare. Chapter 7, “Strategic Planning and the Healthcare Business Plan,” discusses financial tools used to inform healthcare strategic planning. Finally, Chapter 8, “Communicating the Strategic Plan,” emphasizes the importance of effectively communicating the strategic plan to multiple stakeholder groups.

The fourth part focuses on the development of strategic planning initiatives across the continuum of healthcare services. These developments include business initiatives in physician group management, long-term care, and other joint venture projects. Chapter 9, “Accountable Care Organizations and Physician Joint Ventures,” stresses the impact of the Affordable Care Act of 2010 on kick-starting accountable care organizations and the strategic advantage hospitals can achieve through linking with physicians. Chapter 10, “Strategic Planning and Post-acute Care Services,” explores strategic planning opportunities in inpatient rehabilitation, skilled nursing, hospice, and other post-acute care services.

The fifth part is written from a futurist perspective and discusses new developments in healthcare strategic planning. Chapter 11, “Strategic Planning in Health Systems,” discusses the growth of national and international health systems and the increasing rate of integration among healthcare organizations. Chapter 12, “Pay for Performance and the Healthcare Value Paradigm,” addresses the importance of pay-for-performance initiatives in maximizing an organization’s income and quality of care. Finally, Chapter 13, “The Future of Healthcare,” emphasizes high-quality healthcare at low cost as the healthcare value consumers are seeking today.

Each chapter of the book includes definitions of key terms, and the reference list included at the end of the chapters can also serve as a list of recommended readings. Chapters 9 through 13 are modular, enabling the instructor to exclude chapters or change their order according to individual preference or classroom requirements. Instructor resources, including a transition guide to the new edition PowerPoint presentations, answers to end-of-chapter and case study questions, and a test bank of multiple-choice and true/false questions, are available to instructors who adopt this book. For information on accessing these files, send an e-mail to hapbooks@ache.org.

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

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