

Introduction

Never before has there been a greater need to get work done in a collaborative way than today. We stand on a precipice, with the winds of change swirling around us, as

- state and federal regulations demand more of us, with public reporting of outcomes;
- Medicare moves to pay for performance;
- healthcare reform takes us “back to the future” with accountable care organizations, à la capitation, part two;
- consumers are more educated and reliant on the Internet for healthcare information, whether it is accurate or not; and
- the physician community struggles to take care of patients and make a living, asking their hospitals to help them survive in an era of disruptive change.

Getting It Done: Experienced Healthcare Leaders Reveal Field-Tested Strategies for Clinical and Financial Success attempts to fill the gap in this uncertain world of healthcare management. Experts who have “been there and done that” share their stories of success and, in some cases, failures that later turned into success, so that we

practitioners of today and tomorrow do not need to reinvent the wheel and can learn from others how to effect change.

When one is looking to reduce death due to sepsis; to improve financial performance by engaging physicians in proper documentation, healthcare information technology, emergency department call, disaster planning, breaking down barriers, and supply chain decision making; to address disruptive behavior; and to build and sustain a culture of safety and optimal performance, *none of these important outcomes will occur until we fully engage the physician community in daily operations that drive performance improvement.*

We hope that you find the material in this book to be a trajectory that guides you to improve your organizations in a more rapid and effective way for the benefit of the communities you serve.

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