



Transition Guide

Strategic Healthcare Management: Planning and Execution, Second Edition

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Changes in the Second Edition

Chapter	Chapter Title	Changes
1	Strategy and Strategic Management	New introductory case on Texas Health's strategic plan "Ascent to the Summit." Updated details and data for the current healthcare environment and demographics. Information on the shift to value-based strategies. An addition of a chapter-end case on the "repeal of Obamacare?"
2	Understanding Market Structure and Strategy	New introductory background on the effect of the Affordable Care Act and the healthcare market structure. Updated data and examples. Discussion of new, advancing technology. Current examples on the impact of monopoly pricing on drug costs.
3	Business Models and Common Strategies	Introductory information on the changing hospital business model. Exploration of complexity of ACOs and challenges to move to a patient-centered and valued-based healthcare model. Examination of Maryland's value-based payments. Definition of disruptive innovation in healthcare. Added examples included for "focus factories" and differentiation. Added examples for the challenges in shifting strategic positions. Addition of a small chapter-end case on a major Boston medical center.
4	Growth and Integration Strategies	Inclusion of introductory matter on size of hospitals. The addition of the history of Allegheny Health and its ultimate demise. Updated information on the growth and success of retail clinics. Updated data on mergers, acquisitions and alliances. Data demonstrating the greater consolidation of insurance and provider industries and its impacts. Examples of challenges with greater market power of insurance and provider companies, including Blue Cross of Texas and Texas Health Resources, along with the slow movement of insurance companies purchasing physician practices. Additional examples of virtual healthcare integration.

5	Strategic Alliances	Introductory information about the Premier Alliance. Updated information about alliances and partnerships world-wide, along with current and traditional drivers for strategic alliances. New healthcare alliances and partnership examples and the impact of ACOs on new alliances and strategic partnerships.
6	Stakeholders, Values, Mission, and Vision	Chapter introduced with the vision, mission and values of the American College of Healthcare Executives. Greater discussion regarding healthcare stakeholders. Updated healthcare data by not-for-profit and for-profit segments. Additional examples and information on missions, their appropriate and inappropriate use. A small case on the importance of mission at the end of the chapter.
7	The External Environment and Strategy	The addition of Fortune's healthcare predictions for 2017 at the inception of the chapter. Updated data and examples. Greater classification of pharmaceutical strategic groups. Added clarification on the use of scenario planning. An additional small case included at the end of the chapter.
8	The Internal Environment and Strategy	Introductory information regarding the core competencies needed for healthcare executive's success. Added healthcare examples. Updated CMS Compare Hospital Data comparisons for 2016 and healthcare trend data. An additional small case at the end of the chapter.
9	Strategic Financial Analysis	New introductory information on how hospitals should approach financial planning in changing times. New financial data from Stanford Health Care for all ratios and statements. A new small case at the end of the chapter.
10	Development and Execution of a Strategic Plan	New introductory information. More information on what value a strategic plan should provide to their organization. More guidance on the engagement and involvement of stakeholders. Additional healthcare data sites. Updated example of Centura Health and the Navy Medicine strategic plans, goals and objectives, and processes. Updated data and examples. An additional small case at the end of the chapter.
11	Business Plans and Strategic Management	Introductory example on the need for business plans for medical practices. Additional examples for what should and should not be included in a business plan.
12	Organizational Structure and Strategy	Introductory information on organizational design and the importance companies place on redesign and reorganization of their structures. Updated data and examples. Added examples of

		the use of matrix and future structures. An additional small case at the end of the chapter.
13	Strategic Change Management	Examples of successful organizational change included in the introduction and throughout. Data and examples updated. Updated chapter assignment.
14	Strategic Leadership	Examples of strategic leadership as introduction and within chapter. Updated data and examples.
15	Implementing, Monitoring, and Evaluating Strategy	Introductory materials on creating accountability in healthcare strategic plan execution. Updated data and examples. Added information about balanced scorecards with current statistics. An additional small case at the end of the chapter.