

Strategic Management Of Healthcare Organizations 7th Edition

With this work, the topic of Risk Management in Healthcare organizations will be analyzed. It is intended as an integrated process, through which determine and manage the risks that potentially contribute to erode value created by strategic and operational decision taken. The concept of risk is evoked more often, at a global level, to underline that management has the task of considering all risks that could hinder the achievement of pre-established objectives. These risks can question the general strategy pursued by the company, to protect both individual and collectivity. The goal is to develop a security-oriented strategy that improve the perception by the user/patient, about the quality of the services provided. This strategy must be consistent with the acceptable level of risk that the company must consider, to achieve its objectives and its mission. It is also necessary to identify the appropriate tools, to achieve the risk reduction at the desired levels and to ensure the continuous improvement of clinical practice and quality, through the involvement of all clinical and organizational professionals.

A comprehensive guide to effective strategic management of health care organizations, this book fully explains how strategic managers must become strategic thinkers with the ability to evaluate a changing industry, analyze data, question assumptions, and develop new ideas. --

The revised and updated fifth edition of this classic text

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introduces strategic thinking and planning strategies to advanced undergraduate and graduate students as well as practitioners in the field of health care. Demonstrates how strategic managers may become strategic thinkers Shows how to develop and document a plan of action through strategic planning Teaches managers to evaluate strategic plans, learn more about what works, and incorporate new strategic thinking into future planning, strategy formulation, or situation analysis. Provides strategic momentum “maps” and other tools for evaluating the changing environment, analyzing data, and developing new strategic directions Consists of ten revised chapters that contain new or updated Introductory Incidents and Perspectives Appendix A has been revised to match new strategic thinking and implement the strategic momentum model Contains 8 new cases plus 4 completely updated classics. A designated textsite featuring an Instructor's Manual, downloadable exhibits from the text, and sample chapters is also available at www.blackwellpublishing.com/swayne.

(FREE to adopters of the main text only.)

At a time of unprecedented healthcare industry turmoil and growing inroads by competitors from CVS to Amazon, hospital CEOs and senior leaders need an innovative, comprehensive approach to strategic thinking. In *Patient-Centered Strategy*, Jeff Hunter, a leading healthcare strategic planner for more than 40 years, describes a powerful new system for strategy formulation one that derives value from an in depth understanding of patients needs, and unites senior

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leaders with frontline caregivers in the creative process. He helps you identify your current strategic issues, formulate solutions, and then determine What must be true to solve problems and explore opportunities. Patient-Centered Strategy describes proven techniques on how to test your solutions quickly and then deploy the results effectively throughout your entire organization for sustained transformation. Jeff shows senior executives:

- How to shed outdated mental models of strategic planning that inhibit creative thinking and behavior
- How to discover unmet needs, then create unique and meaningful value for customers
- How to connect with frontline caregivers in the discovery and creative process
- How to put real strategy back into strategy deployment
- How to make meaningful choices to reduce institutional overburden
- How to use scientific problem-solving to create solutions
- How to conduct small scale experiments that lead to large-scale transformation
- How to model the learning process to create more value faster
- How to use visual management and leader standard work to stay aligned and focused

Patient-Centered Strategy is also a powerful story of personal change, tracing Jeff s journey from a conventional planner to an innovative practitioner on the cutting edge of 21st century strategic thinking. This new fifth edition presents 29 challenging cases (11 new to this edition) that address pivotal issues students will encounter as administrators and managers, including quality improvement, strategic planning, ethical dilemmas, organizational dynamics, cost-benefit analyses, resource utilization, and more. Provides an exceptional framework for classroom discussion and

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healthcare leaders derive and make critical strategic decisions that can sustain and support continued growth relative to the constantly changing ecosystem? The purpose of this book is to provide healthcare leaders a blueprint to define a clear strategy for their organization and execute it effectively. This book is bifurcated into two sections. The first section provides the basic tenants of business strategy presented in the context of healthcare settings. We provide the guidance necessary to first formulate and frame a strategic vision given both internal and external influences. We also provide insight into converting the strategic vision into the myriad day-to-day decisions. The second section of the book focuses on healthcare specific considerations that are critical to strategic management. Included topics are the impact of strategy in the face of changing regulatory environments, strategic development in the context of the larger organization, and the impact of strategies relative to mergers, acquisitions, and consolidation.

Strategic Planning in Healthcare: An Introduction for Health Professionals is a practical guide to the theory of strategic planning and the principles of strategic management that apply to all organizational settings, including large health care networks, small practices, and public health institutions among many others. This text provides a solid theoretical framework, supplemented with examples and a common case, which is reinforced by hands-on practical student exercises and chapter-specific worksheets. It examines strategy-making issues from the initial assessment of the organization and competitive landscape, through

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situational analysis of economic incentives, creation of objectives and measurement, formulation of financial and operational strategies, and the development of mission and goals, effectively allowing students to apply concepts at each stage of the planning cycle.

Throughout, this book explains different tactics for implementation and evaluation, the principles of integrating evaluation and control, and other factors that affect competitive positioning and performance in health service organizations. This hands-on text incorporates real-world examples and case studies so that the content can be digested easily in undergraduate and graduate courses alike and can be applied to an individual or group project to encourage application and experiential learning. Written by an experienced strategic planner and educator, this foundational textbook prepares public health students, health care administration students, and related health professionals to develop their own effective strategic plans that achieve performance excellence. Key Features: Provides a thorough, step-by-step review of the strategic planning process in health care organizations with a strong theoretical framework Detailed Case Studies using a fictionalized healthcare organization conclude each chapter Includes strategic planning chapter-specific worksheets that allow students to develop a quasi-strategic plan Real-world sample strategic plans from across the healthcare industry Access to the downloadable eBook

This concise, reader-friendly, introductory healthcare management text covers a wide variety of healthcare settings, from hospitals to nursing homes and clinics.

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Filled with examples to engage the reader's imagination, the important issues in healthcare management, such as ethics, cost management, strategic planning and marketing, information technology, and human resources, are all thoroughly covered.

This is the definitive textbook on strategic planning and management in health care organizations for those pursuing a career in health care in undergraduate, business, and medical schools, and ancillary health professions such as nursing or physician assistant, as well as for established health care professionals, including doctors, who are completing programs and degrees in business administration to prepare themselves for greater involvement in the management of health care delivery. Important Notice: The digital edition of this book is missing some of the images or content found in the physical edition.

Strategic Management of the Health Care Supply Chain provides students, faculty, managers, and researchers with a clear understanding of the health care supply chain and its role in health care strategy. It builds on fundamental concepts including sourcing of materials, forecasting demand, selecting and employing distribution models, and assessing risks, showing how they aid in the pursuit of supply management excellence in the health sector. Strategic Management of the Health Care Supply Chain is filled with in-depth interviews with leaders in exemplary organizations and presents best practices in progressive supply chain management from many exemplary institutions. Praise for Strategic Management of the Health Care Supply Chain "Based

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on Schneller and Smeltzer's recent empirical research, and drawing on contemporary cases, this book presents compelling arguments for the value-added through effective supply chain performance and for repositioning the supply chain function to a strategic position within organizational structures." —Howard Zuckerman, senior advisor, Center for Health Management Research "This book reveals insights into possibilities for rapid, meaningful, and measurable improvements to the health care supply chain. It provides a futuristic view of the possibilities of the health care supply chain and provides workable solutions for improvement and market-based approaches for health care executives. This is a must read." —Mark McKenna, president, Novation

A thorough update to a best-selling text emphasizing how marketing solves a wide range of health care problems There has been an unmet need for a health care marketing text that focuses on solving real-world health care problems. The all new second edition of Strategic Marketing for Health Care Organizations meets this need by using an innovative approach supported by the authors' deep academic, health management, and medical experience. Kotler, Stevens, and Shalowitz begin by establishing a foundation of marketing management principles. A stepwise approach is used to guide readers through the application of these marketing concepts to a physician marketing plan. The value of using environmental analysis to detect health care market opportunities and threats then follows. Readers are shown how secondary and primary marketing research is used to analyze environmental forces

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affecting a wide range of health care market participants. The heart of the book demonstrates how health management problems are solved using marketing tools and the latest available market data and information. Since the health care market is broad, heterogenous, and interconnected, it is important to have a comprehensive perspective. Individual chapters cover marketing for consumers, physicians, hospitals, health tech companies, biopharma companies, and social cause marketing – with strategies in this last chapter very relevant to the Covid-19 pandemic. Each chapter gives readers the opportunity to improve marketing problem-solving skills through discussion questions, case studies, and exercises.

Describes how to build a competitive edge by developing superior operations This comprehensive, practice-oriented text illustrates how healthcare organizations can gain a competitive edge through superior operations – and demonstrates how to achieve them. Underscoring the importance of a strategic perspective, the book describes how to attain excellence in the four competitive priorities: quality, cost, delivery, and flexibility. The competitive priorities are interrelated, with excellent quality laying the foundation for performance in the other competitive priorities, and with targeted improvement initiatives having synergistic effects. The text stresses the benefits of aligning the entire operations system within the parameters of a business strategy. It equips students with a conceptual mental model of healthcare operations in which all concepts and tools fit together logically. With a hands-on approach, the book clearly

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demonstrates the “how-tos” of effectively managing a healthcare organization. It describes how to negotiate the different perspectives of clinicians and administrators by offering a common platform for building competitive advantage. To bring the cultural context of a healthcare organization to life, the book engages students with a series of short vignettes of a fictitious healthcare organization as it strives to achieve the status of a highly reliable organization. Integrated throughout are a variety of tools and quantitative techniques with step-by-step instructions to assist in problem solving and process improvements. Also included are mind maps linking competitive priorities and concepts, quick-reference icons, dashboards displaying measurement and process tracking, and boxed features. Several project ideas, team assignments, and creative thinking exercises are proposed. A comprehensive Instructor Packet and online tutorials further enhance the book’s outstanding value.

Key Features: Includes mind maps to connect competitive priorities, concepts, and tools Provides an extensive tool kit for problem solving and process improvements Presents icons throughout the text to emphasize competitive priorities and tool coverage Emphasizes measurement with dashboards and includes data files for statistical process control, queuing, and simulation Demonstrates human dynamics and organizational challenges through realistic vignettes Presents boxed features of frequently asked questions an real-world implementations of concepts Provides comprehensive Instructor Packet and online tutorials Strategic planning is an important management tool,

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especially in an era of uncertainty. A sound strategic plan helps healthcare organizations cope with the variety of contingencies that arise in a dynamic environment. This new edition of Healthcare Strategic Planning provides the reader with practical guidance for planning to address near-term pressures as well as achieving long-term goals. Descriptions, examples, and guidelines lead the reader step-by-step through a proven strategic planning process. Strategic planning in the healthcare environment has evolved since the previous editions of this book were published. This edition reinvigorates the discussion with many new ideas and additional information. This book is ideal for classes in strategic planning and management.

A comprehensive guide to effective strategic management of health care organizations. Strategic Management of Health Care Organizations provides essential guidance for leading health care organizations through strategic management. This structured approach to strategic management examines the processes of strategic thinking, consensus building and documentation of that thinking into a strategic plan, and creating and maintaining strategic momentum – all essential for coping with the rapidly evolving health care industry. Strategic Management of Health Care Organizations fully explains how strategic managers must become strategic thinkers with the ability to evaluate a changing industry, analyze data, question assumptions, and develop new ideas. The book guides readers through the strategic planning process demonstrating how to incorporate strategic thinking and

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create and document a clear and coherent plan of action. In addition, the all-important processes of creating and maintaining the strategic momentum of the organization are fully described. Finally, the text demonstrates how strategic managers in carrying out the strategic plan, must evaluate its success, learn more about what works, and incorporate new strategic thinking into operations and subsequent planning. This strategic management approach has become the de facto standard for health care management as leadership and strategic management are more critical than ever in coping with an industry in flux. This book provides health care management students as well as health care administrators with foundational guidance on strategic management concepts and practices, tailored to the unique needs of the health care industry. Included are a clear discussion of health services external analysis, organizational internal analysis, the development of directional strategies, strategy alternative identification and evaluation, and the development and management of implementation strategies providing an informative and insightful resource for anyone in the field. This new eighth edition has been fully updated to reflect new insights into strategic thinking, new methods to conceptualize and document critical environmental issues, practical steps for carrying out each of the strategic management processes, industry and management essentials for strategic thinkers , and new case studies for applying the strategic management processes. More specifically, readers of this edition will be able to: Create a process for developing a strategic

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plan for a health care organization. Map and analyze external issues, trends, and events in the general environment, the health care system, and the service area. Conduct a comprehensive service area competitor analysis. Perform an internal analysis and determine the competitive advantages and competitive disadvantages. Develop directional strategies. Identify strategic alternatives and make rational strategic decisions for a health care organization. Develop a comprehensive strategy for a health care organization. Create effective value-adding service delivery and support strategies. Translate service delivery and support plans into specific action plans. The health care industry's revolutionary change remains ongoing and organizational success depends on leadership. Strategic management has become the single clearest manifestation of effective leadership of health care organizations and the strategic management framework's strengths are needed now more than ever. The Strategic Management of Health Care Organizations provides comprehensive guidance and up-to-date practices to help leaders keep their organizations on track.

Strategic Management of Health Care Organizations blends the disciplines of business and health care to provide a text that is suitable for a variety of capstone courses in health care administration, as well as professional development programmes. Topics covered include: an introduction to strategic management in the health care sector; strategy formulation; strategy implementation; and strategy control. To aid student learning there are case studies throughout, and each

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chapter concludes with a summary and conclusions, key terms and concepts in strategic management, questions for class discussion, endnotes and additional readings. An instructors manual is available.

The 6th edition of this established text is streamlined to a more manageable format, with the Appendices moved to the web-site and a significant shortening of the main text. There is a greater focus on the global analysis of industry and competition; and analysis of the internal environment. In consultation with feedback from their adopters, the authors have concentrated on the fundamentals of strategy analysis and the underlying sources of profit. This reflects waning interest among senior executives in the pursuit of short-term shareholder value. As ever students are provided with the guidance they need to strategic planning, analysis of the health services environment (internal and external) and lessons on implementation; with additional discussion of organizational capability, deeper treatment of sustainability and corporate social responsibility and more coverage of the sources of organizational inertia and competency traps. This edition is rich in new examples from real-world health care organizations. Chapters are brought to life by the 'Introductory Incidents', 'Learning Objectives', 'Perspectives', 'Strategy Capsules', useful chapter summaries; and questions for class discussion. All cases and examples have been updated or replaced. In this edition the teaching materials and web supplements have been greatly enhanced, with power-point slides, to give lecturers a unique resource.

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The core resources and capabilities of any nonprofit organization lie in their human capital; their knowledge, skills and behaviors are critical to the achievement of the organization's mission and performance. Thus, effective management of this key resource is integral to the nonprofit organization's success. This book focuses on the unique characteristics, challenges and contribution of human resource management to the strategic objectives of the nonprofit. It explores contemporary issues that place the management of people at the intersection between the mission, strategy and performance of the organization. The book: * Uses the latest theory to build models that explain the determinants and dimensions of strategic HRM within the nonprofit sector * Examines the core HRM functions in the context of the nonprofit sector to provide insight into how nonprofits can optimize HRM contributions to performance * Provides a step-by-step process to develop, implement and manage HR practices that are aligned with the strategy of the nonprofit organization * Demonstrates how to integrate volunteer management into strategic HRM Using examples from around the world, as well as cases to facilitate learning, this book is ideal for students and professionals interested in strategic human resource management, and nonprofit management.

A straightforward and practical guidebook, *Fundamentals of Strategic Planning for Healthcare Organizations* explores the basic principles of planning and maps out key routes for expanding companies in need of specific decision-making procedures. This allows readers to generate their own ideas for developing strategic plans

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tailored to the individual needs of their companies. The worksheets, client surveys, and other comprehensive planning documents the book provides from actual healthcare organizations are valuable aids to this developmental stage. Fundamentals of Strategic Planning for Healthcare Organizations points the way to implementing a reliable structural framework for effective strategic health care planning. It advocates methods and models that are at once practical and theoretically sound. Presenting each step necessary to the development of a competent strategic plan, this book enables managers in small and large healthcare organizations to maximize performance in any kind of environment. It keeps astride the developments in a rapidly changing industry as it moves beyond strategic plan development to plan implementation, plan evaluation, and plan control. The book's step-by-step approach facilitates systematic analysis of healthcare delivery models and the roles of marketing, communications, and internal and external factors in the planning process. For motivated self-starters striving to steer the course of their organizations in a rapidly changing industry, the book's presentation of the following topics will be beneficial: situation analysis performance objectives setting mission definition strategy selection operational plans development plan management Fundamentals of Strategic Planning for Healthcare Organizations illustrates the practical elements of strategic planning and considers the logic behind them. By doing so, this book acts as both a primer for the novice and a reference source for managers with more experience. Readers will find

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themselves turning to it again and again for its practical, “hands-on” advice.

A structured strategic management approach is what’s needed to tackle the revolutionary change the health care system has been experiencing. Today, health care organizations have almost universally embraced the strategic perspective first developed in the business sector and now have developed strategic management processes that are uniquely their own. Health care leaders have found that strategic thinking, planning, and managing strategic momentum are essential for coping with the dynamics of the health care industry. Strategic Management has become the single clearest manifestation of effective leadership of health care organizations. The 7th edition of this leading text has been revised and updated to include a greater focus on the global analysis of industry and competition; and analysis of the internal environment. It provides guidance on strategic planning, analysis of the health services environment (both internal and external) and lessons on implementation. It also looks at organizational capability, sustainability, CSR and the sources of organizational inertia and competency traps.

The health care industry is moving from an emphasis on cost containment to a growing fascination with the concept of value. How is value created? How can it be assessed? Strategic Management for Health Care Entities provides a creative, integrative, and practical road map for addressing these questions. Highlights include: The integration of financial and accounting analysis with quality of care and outcomes reporting How

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medical facility and service codes can be used for competitor analysis and strategic market assessment A newly developed medical technology index that serves as a benchmark in the strategic assessment of community hospitals Strategic Management for Health Care Entities provides a framework for considering the changes still to come as providers, payers, and the public define new types of accountability and search for common ground in creation greater health care value. This book is a comprehensive guide to the essential areas of health care human resources management, and is an immediately useful practical handbook for practitioners as well as a textbook for use health care management programs. Written by the authors of Handbook for the New Health Care Manager and Human Resources Management for Public and Nonprofit Organizations, the book covers the context of human resources management in the unique health care business arena from a strategic perspective includes SHRM and human resources planning, organizational culture and assessment, and the legal environment of human resources management. Managing volunteers and job analysis performance appraisal instruments, training and development programs, and recruitment, targeted selection and hiring techniques are covered. Compensation policies and practices, employer-provided benefits management, implementation of training and organizational development programs, as well as labor-management relations for health care organizations and healthcare human resource information technology are covered, with practical examples and proven strategies

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amply provided in each chapter.

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Knowledge management goes beyond data and information capture in computerized health records and ordering systems; it seeks to leverage the experiences of all who interact in healthcare to enhance care delivery, teamwork, and organizational learning. Knowledge management - if envisioned thoughtfully - takes a systemic approach to implementation that includes the embodiment of a learning culture. Knowledge is then used to support that culture and the knowledge workers within it to encourage them to share what they know, thusly enabling their peers, their organizations and ultimately their patients to benefit from their experience to proactively dismantle hierarchy and encourage sharing about what works, and what doesn't to focus efforts on improvement. Knowledge Management in Healthcare draws on relevant business, clinical and health administration literature plus the analysis of discussions with a variety of clinical, administrative, leadership, patient and information experts. The result is a book that will inform thinking on knowledge access needs to mitigate potential failures, design lasting improvements and support the sharing of what is known

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to enable work towards attaining high reliability. It can be used as a general tool for leaders and individuals wishing to devise and implement a knowledge-sharing culture in their institution, design innovative activities supporting transparency and communication to strengthen existing programs intended to enhance knowledge sharing behaviours and contribute to high quality, safe care.

Strategic management of HR in health care is important in delivering high-quality patient care. This volume of *Advances in Health Care Management* which focuses on Human Resource Management aims to explore the strategic role that HRM can play in delivering high quality and affordable health care.

4-Star Rating, Doody's Medical Reviews *Strategic Planning in Healthcare: An Introduction for Health Professionals* is a practical guide to the theory of strategic planning and the principles of strategic management that apply to all organizational settings, including large healthcare networks, small practices, and public health institutions, among many others. This text provides a solid theoretical framework, supplemented with examples and a common case, which is reinforced by hands-on practical student exercises and chapter-specific worksheets. It examines strategy-making issues from the initial assessment of the organization and competitive landscape, through situational analysis of economic incentives, creation of objectives and measurement, formulation of financial and operational strategies, and the development of mission and goals, effectively allowing students to apply concepts at each

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stage of the planning cycle. Throughout, this book explains different tactics for implementation and evaluation, the principles of integrating evaluation and control, and other factors that affect competitive positioning and performance in health service organizations. This hands-on text incorporates real-world examples and case studies so that the content can be digested easily in undergraduate and graduate courses alike and can be applied to an individual or group project to encourage application and experiential learning.

Written by an experienced strategic planner and educator, this foundational textbook prepares public health students, healthcare administration students, and related health professionals to develop their own effective strategic plans that achieve performance excellence. Key Features: Provides a thorough, step-by-step review of the strategic planning process in healthcare organizations with a strong theoretical framework Detailed case studies using a fictionalized healthcare organization conclude each chapter Includes strategic planning chapter-specific worksheets that allow students to develop a quasi-strategic plan Real-world sample strategic plans from the healthcare industry Access to the downloadable ebook and downloadable chapter worksheets Full Instructor package including an Instructor's Manual, PPTs, and test bank The Strategic Management of Healthcare Organizations John Wiley & Sons

This book integrates the principles of human resources management into the strategic management process in the context of health

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services organizations. It is the first book in the health services field to relate strategic management theory to human resources practices. Specific, real-life examples of human resources management in health care organizations are offered. Chapters cover organizational systems, strategy and people, structural systems (including information systems), behavioral systems (including corporate culture, organizational change, and transformational leadership), and management systems (including recruitment, placement, training, performance appraisal, compensation, and labor relations). Appendixes contain federal recordkeeping requirements and a checklist for a collective bargaining contract.

The third edition of *Strategic Human Resources Management In Health Services Organizations* articulates the links that exist among strategy, organizational design and behavior, and human resources management: It not only describes human resources functions within organizations but also provides a model of major organizational components that shape the human resources options available for health services managers. Important Notice: Media content referenced within the product description or the product text may not be available in the ebook version.

"It is a provocative and useful compendium of ideas and historic perspectives that are current and

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applicable. It is a worthy contribution to the health care literature."

This book offers significant managerial and economic knowledge on hospitals, and will serve as a valuable tool for explaining complicated managerial and economical problems, and for facilitating decision-making processes. It bridges management and economic sciences - two complementary sciences that feed the process of making rational decisions. With particular reference to the education, the main aim of this book is to provide students of relevant schools and departments with the knowledge (managerial and economic) that will enable them to deal both efficiently and effectively with the real problems arising in a health care organization such as a hospital. In particular, by equipping students with appropriate managerial and economic knowledge, the aim is to give them a clear understanding of HOW to deal with the diverse and complex problems of hospitals while at the same time helping them to develop strategic approaches that will make hospitals more efficient and sustainable.

Perhaps no industry today faces greater challenges than healthcare, and industry professionals are seeking novel solutions to the problems they encounter every day. Unfortunately, much of the conventional wisdom in business is based on theories developed in manufacturing organizations;

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however, running a healthcare organization like a factory can lead to dissatisfaction of some of the firm's most important stakeholders, including patients, managers, and employees, and it may even lead to inefficiency! Stakeholder theory offers an alternative approach that directly addresses these and other problems in healthcare organizations. It is based on developing trusting and productive relationships with stakeholders that lead to high levels of value creation, as indicated by stakeholder satisfaction, innovation, efficiency, and growth. This practical book includes state-of-the art thinking on stakeholder theory and strategic management to encourage a broader and more enlightened view of management. It outlines a process that is applicable to all levels of a healthcare organization, including evaluation of trends in the external environment that need to be addressed, analysis of internal resources, generation and selection of innovative solutions to the problems a firm is facing, and development of an action plan and control system to ensure that solutions are implemented and successfully address the most pressing issues.

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