



# **Essentials of Strategic Planning in Healthcare (Gateway to Healthcare Management)**

*Jeffrey Harrison*

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**Essentials of Strategic Planning in Healthcare (Gateway to Healthcare Management)** Jeffrey Harrison  
Essentials of Strategic Planning in Healthcare introduces readers to the factors influencing the strategic planning process in hospitals and other health services institutions today. Structured around a comprehensive case study and accompanying end-of-chapter exercises, this text places readers in the planner's seat, asking them to apply what they have learned to lead the hospital in the case study to success. Topics covered include: The role leadership plays in strategic planning Organizational factors critical to strategic planning Completing a SWOT analysis Analytical tools that support strategic planning Key data sources available to planners Strategic opportunities presented by pay-for-performance initiatives Communicating the strategic plan to multiple stakeholders Linking the strategic plan to operating performance Physician involvement in strategic planning Strategic planning initiatives across the continuum of care Hospital-physician integration models Factors affecting strategic planning in the post-acute care industry Jeffrey P. Harrison, PhD, FACHE, is an associate professor of health administration at the University of North Florida. Previously, Dr. Harrison held a wide range of managerial positions, including chief operating officer of a hospital, director of a large medical group, and leader at the health system level. He is founder and president of Harrison Consulting Group, Inc., a healthcare consulting firm.

## Essentials of Strategic Planning in Healthcare (Gateway to Healthcare Management) Details

Date : Published March 31st 2016 by Health Administration Press (first published July 1st 2010)

ISBN : 9781567937916

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Format : Paperback 297 pages

Genre : Textbooks, Health, Health Care

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# **From Reader Review Essentials of Strategic Planning in Healthcare (Gateway to Healthcare Management) for online ebook**

**Lauren says**

Fairly good overview of Strategic Planning for Healthcare. I like the idea of a case study to guide a student through the process with a real-life example.

"Strategic Planning is the process by which a healthcare organization determines its overall direction for future years. It is also a process of defining the actions that will shape an organization. The strategic planning process involves gathering information about the internal and external environment and having meaningful discussions about the future of the organization."

"Strategic Planning needs to ensure that proposed new services will attract a sufficient volume of patients to support an investment in new facilities. Before a proposal is approved, a detailed study should be conducted to determine whether it will likely generate enough revenue to justify the investment. This study should clearly define the new service line to be implemented; accurately forecast the volume of patients who will use the new service; and project construction costs, revenue that will be taken in, operating expenses, and overall profitability. Poor forecasting of clinical workload can lead to the approval of unnecessary and unprofitable projects."

References to Quint Studer's "Hardwiring Excellence" The Five Pillars of Excellence.

Resources: FedStats, CMS, NationMaster, US Census Bureau, StateMaster, State Health Facts, Agency for Healthcare Research and Quality, GuidStar, Hospital Compare, National Center for Health Statistics, Department of Health

Healthcare Business Plan: Exec Summary, Statement of Purpose, Description of the Business (Marketing, Competition, Operating Procedures, Personnel, Facilities), Financial Data ( Capital Equipment, Balance sheet, Pro forma income projections, Three year summary, Pro-Forma Cash Flow), Alternatives, Recommendation

Healthcare Business Plan Methodology: Introduction (business Purpose), Environmental Analysis (external factors, economic factors, analysis of competitors, regulatory factors, internal factors, patient demographics, projected workload), Human resources (medical staff, clinical support, administrative support, staff diversity), Physical Plant (size location, information technology), marketing plan (product, place, price, promotion, patient population), Financial plan (capital funding startup costs, operating expenses, profit and loss statement, break even analysis, payback period, net present value, internal rate of return)

Ten Concepts for Effective Leadership: Have Mentors, Have Fun, Be a Servant Leader, Be Open Minded, Be an Executive Instead of a Caretaker, Make Other people stars, Rounding, Surround yourself with great people, Be prepared or Find Answers, Look for solutions

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