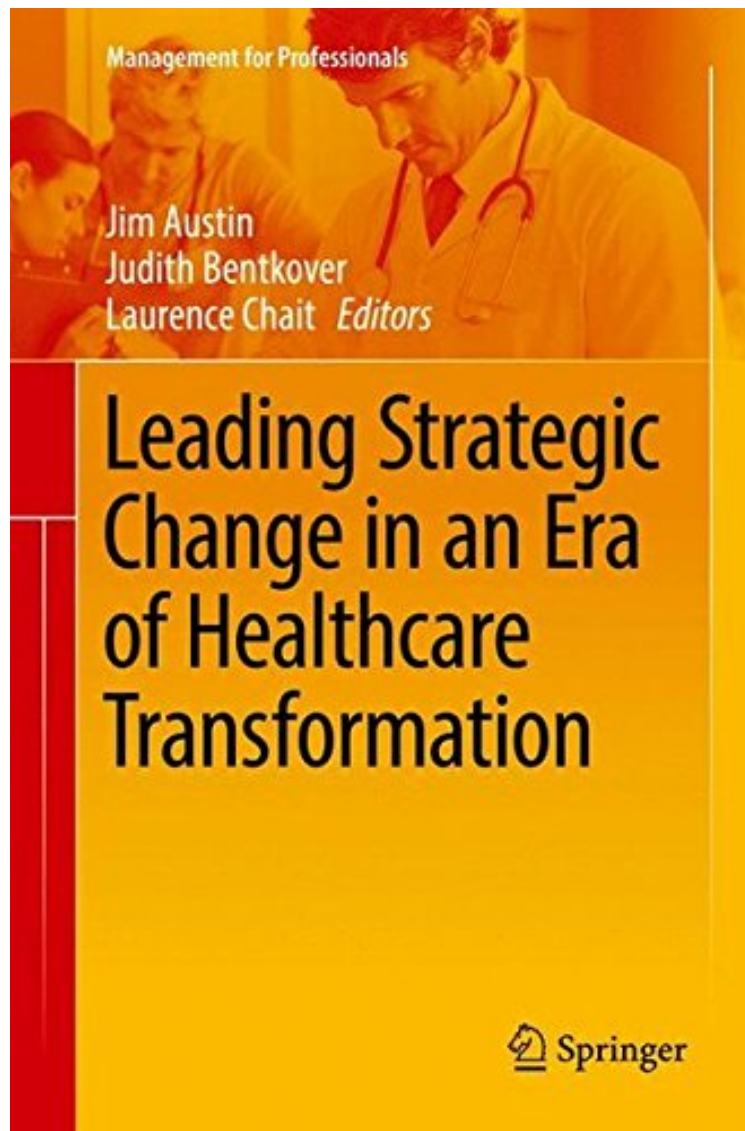


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Leading Strategic Change in an Era of Healthcare Transformation (Management for Professionals)

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Customer This salient, contemporary work is pertinent to the current changes in US health care and those who wish to lead the transformation. The first section builds a firm foundation for strategic planning and implementation based on the high-performance organizational model. The authors bring an academic perspective balanced with real-world, practical applications to assist health care leaders in guiding their organizations to achieve the triple aim of optimizing access to high-quality health care at a reasonable cost. The subsequent sections present examples of transformational change projects in institutions, population health management, and industry from the innovative Executive Masters of Healthcare Leadership program at Brown University. This text is an excellent resource to stimulate the readers' imagination to initiate and drive successful change implementation for sustained competitive impact in a disruptive and challenging health care environment. David R. Chandler MD

This book focuses on how to lead transformative and strategic change in the healthcare industry in times of great uncertainty. Written for senior healthcare leaders, it will provide new tools, processes, examples and case studies offering an effective framework in which to transform healthcare systems. Specifically, leaders will be able to answer the following questions: Why change? What has led us to today, and what is the current situation in healthcare? What to change? What areas for change are most promising areas with the greatest potential to yield significant benefits? How to change? Will incremental changes meet the need, or are true transformations required? When to change? Should changes start now, or should change wait for the stars to come into some special alignment? Healthcare is personal. Healthcare is local. And at the same time, healthcare is one of the greatest challenges faced by countries around the world. All major economies confront similar issues: "demand-sider" growth in the care of aging populations in the face of "supply-sider" resource constraints driven by ever-increasing costs of providing such care. While cultural, historical, and political differences among nations will yield different solutions, healthcare leaders across the globe must deal with ever-increasing uncertainty as to the scope and speed of their healthcare systems' evolution. The magnitude of these challenges calls for fundamental change to address inherent problems in the healthcare system and ensure sustainable access to healthcare for generations to come. The problem is understanding where and how to change. Failures of strategy are often failures to anticipate a reality different than what organizations are prepared or willing to see. Both system-wide and organizational transformation means doing current activities more efficiently while layering on change. This book aims to provide leaders with the tools to help organizations and health care systems adapt and evolve to meet the new challenges of healthcare as it continues to evolve. Praise for *Leading Strategic Change in an Era of Healthcare Transformation*

From the Back Cover This book focuses on how to lead transformative and strategic change in the healthcare industry in times of great uncertainty. Written for senior healthcare leaders, it will provide new tools, processes, examples and case studies offering an effective framework in which to transform healthcare systems. Specifically, leaders will be able to answer the following questions: Why change? What has led us to today, and what is the current situation in healthcare? What to change? What areas for change are most promising areas with the greatest potential to yield significant benefits? How to change? Will incremental changes meet the need, or are true transformations required? When to change? Should changes start now, or should change wait for the stars to come into some special alignment? Healthcare is personal. Healthcare is local. And at the same time, healthcare is one of the greatest challenges faced by countries around the world. All major economies confront similar issues: "demand-sider" growth for care with aging populations in the face of "supply-sider" resource-constraints driven by ever-increasing costs of providing such care. While cultural, historical, and political differences among nations will yield different solutions, healthcare leaders across the globe must deal with ever-increasing uncertainty as to the scope and speed of their healthcare systems' evolution. The magnitude of these challenges calls for fundamental change to address inherent problems in the healthcare system and ensure sustainable access to healthcare for generations to come. The problem is understanding where and how to change. Failures of strategy are often failures to anticipate a reality different than what organizations are prepared or willing to see. This book aims to provide leaders with the tools to help them adapt and evolve to meet these new challenges. About the Author Jim Austin, a former senior executive at Baxter Healthcare, combines business strategy and organizational development theory with extensive industry experience. In 2013, Brown University appointed Jim an Adjunct Senior Lecturer in the Executive Master of Healthcare Leadership program where he leads the graduate Management Marketing course. He also lectures at the Wharton Business School and Duke CE where he tailors and delivers senior-level seminars on Strategy, Strategic Execution, Scenario Planning, and Critical Thinking for a number of leading

companies including Boston Scientific, Coca-Cola, Lincoln Financial, JP Morgan Chase, Roche China, General Electric, Boston Scientific, McKesson and Hitachi. From 2005-2016, Mr. Austin worked at Decision Strategies International, leaving as a Senior Principal. There he led numerous projects including scenarios of the future for a Medical Devices firm; RD priorities for a major consumer products company; a strategic plan for the American College of Radiology; scenarios of the future for the League of Southeastern Credit Unions; and a new vision/priorities at RAND Health. Today, he heads his own consulting/executive development firm, JH Austin Associates, Inc. Jim holds a BA in Economics and Politics from Yale University. He was a Special Student at the Massachusetts Institute of Technology in the Urban Studies Department, and received a joint Masters in Public Affairs (MPA) and a Masters in Urban and Regional Planning (MURP) from the Woodrow Wilson School, Princeton University. Judith Bentkover is the Executive and Academic Director in Brown University's Executive Master of Healthcare Leadership program. She is a Professor of the Practice in the Department of Health Services, Policy and Practice at Brown, and also a Professor of the Practice in the Economics Department at Tufts University. As the former President and Chief Executive Officer (CEO) of Innovative Health Solutions, a consulting firm providing research and strategic analysis to healthcare manufacturers, providers, and payers, Dr. Bentkover lead international multidisciplinary teams in projects focused on applied economic and decision analysis associated with the use of pharmaceuticals, devices, biotechnology products, procedures, and diagnostic, therapeutic, and preventive regimens. As Partner-in-Charge of KPMG's global Strategic Health Solutions practice, she helped life sciences companies bring products to market, obtain reimbursement, and maximize revenues associated with their sale. Earlier in her career, she was a faculty member at Harvard University and taught in the School of Public Health and Kennedy School of Government. She also served as the Deputy Director of the Boston Health Care Coalition, which she helped start. In this capacity, she worked with employers, hospitals, labor unions, patient organizations, and insurers collectively address the issues of rising health care costs and disparities in access to health care. Dr. Bentkover has authored approximately 100 research articles, chapters, monographs, books and reports. She has testified before Congress, explaining the drivers of hospital costs. Dr. Bentkover is a reviewer for several pharmacoeconomics, medical, and health policy journals. She was included on Health Care 500's list of the most influential health policy makers in the US and is recognized as a developer of therapy economics, translating cost-benefit methodology into innovative strategic management tools. She often is invited as a guest lecturer at universities, executive workshops, and conferences. Laurence Chait is an Adjunct Senior Lecturer at Brown University, where he teaches a Masters-level course in Strategy. He is also Managing Director of Chait Associates, Inc., a consultancy that advises senior management and their teams on achieving and sustaining high performance and helps them keep their strategic initiatives on track. He has over forty years of experience in business management and information technology. In his consulting work, Mr. Chait has helped executives and organizations across industries manage change. His focus is on strategic business planning, change management, process improvement, and knowledge leverage. In addition, Mr. Chait supports clients as an executive and team coach. Prior to Chait and Associates, Mr. Chait was Vice President and Director of Arthur D. Little, Inc. He held positions including Chief Knowledge Officer and Principal. While at ADL, Mr. Chait developed the firm's Business Process Improvement methodology and built its practice in that area.