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The strategy is a powerful tool to fundamentally improve day to day health and social care across NHSGGC and support transformation of our health and social care services going forward. 25 The Pursuit of Healthcare Excellence. 6.2 Appendix Two - Healthcare Quality Framework.

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With a focus on the five P's of competitive advantage--power, position, pace, potential, performance--this text selectively applies and adapts the concepts and methods of strategy analysis to the unique constraints and realities of the healthcare industry. It also discusses how to access market structure, an activity that is critically important in today's competitive environment. Instructor Resources: Chapter-specific teaching tips, study questions, and PowerPoint slides. To see a sample, click the link in the right-hand navigation bar.

Strategic planning is an important management tool, 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.

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 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

Why is there no national health insurance in the United States of America? This question became popular again when President Bill Clinton's Health Security Plan of 1993 proved to be a failure. Throughout the twentieth century, every attempt to enact a national health insurance program failed. The majority of the working population is covered by private, employer-based health insurance, the elderly and welfare poor by the government programs Medicare and Medicaid of 1965, while a growing number of Americans remain uninsured. This study focuses on two important decisions that have shaped American health care policy: the exclusion of national health insurance from the Social Security Act of 1935 and the shift of focus from a health insurance program for the working population to a hospital insurance program for the elderly and the welfare poor. Based on presidential archives and the papers of social security policymakers, this study examines the incremental strategy to achieve health insurance coverage for all Americans. The result is a compelling history of political compromise that will be of interest to both the scholars of the welfare state and the scholars of American ideology and exceptionalism.

For decades, the manufacturing industry has employed the Toyota Production System - the most powerful production method in the world - to reduce waste, improve quality, reduce defects and increase worker productivity. In 2001, Virginia Mason Medical Center, an integrated healthcare delivery system in Seattle, Washington set out to achieve its compelling vision to become The Quality Leader and to fulfill that vision, adopted the Toyota Production System as its management method. Winner of a Shingo Research and Professional Publication Award! Transforming Health Care: Virginia Mason Medical Center's Pursuit of the Perfect Patient Experience takes you on the journey of of Virginia Mason Medical Center's pursuit of the perfect patient experience through the application of lean principles, tools, and methodology. The

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results speak for themselves, including: An innovative patient safety alert system Reduction in professional liability insurance expenses Foundational changes that make it possible for nurses to spend 90% of their time with patients A computerized module that sorts through electronic medical charts and automatically identifies when disease management and preventative testing due Over the last several years Virginia Mason has become internationally known for its journey towards perfection by applying the Toyota Production System to healthcare. The book takes readers step by step through Virginia Mason's journey as it seeks to provide perfection to its customer - the patient. This book shows you how you use this system to transform your own organization.

As healthcare reform continues to transform US healthcare delivery and processes, one thing remains the same: the importance of quality. This book brings together a team of internationally prominent contributors who provide expertise on current strategies, tactics, and methods for understanding quality in a comprehensive way. The book provides a solid foundation on the components and importance of quality, while incorporating techniques to continuously improve and transform a healthcare system. This comprehensive textbook is suited for undergraduate and graduate courses in healthcare administration as well as business, nursing, allied health, pharmacy, and medicine programs. Study questions in each chapter facilitate additional discussion

Second in a series of publications from the Institute of Medicine's Quality of Health Care in America project Today's health care providers have more research findings and more technology available to them than ever before. Yet recent reports have raised serious doubts about the quality of health care in America. Crossing the Quality Chasm makes an urgent call for fundamental change to close the quality gap. This book recommends a sweeping redesign of the American health care system and provides overarching principles for specific direction for policymakers, health care leaders, clinicians, regulators, purchasers, and others. In this comprehensive volume the committee offers: A set of performance expectations for the 21st century health care system. A set of 10 new rules to guide patient-clinician relationships. A suggested organizing framework to better align the incentives inherent in payment and accountability with improvements in quality. Key steps to promote evidence-based practice and strengthen clinical information systems. Analyzing health care organizations as complex systems, Crossing the Quality Chasm also documents the causes of the quality gap, identifies current practices that impede quality care, and explores how systems approaches can be used to implement change.

The federal government operates six major health care programs that serve nearly 100 million Americans. Collectively, these programs significantly influence how health care is provided by the private sector. Leadership by Example explores how the federal government can leverage its unique position as regulator, purchaser, provider, and research sponsor to improve care - not only in these six programs but also throughout the nation's health care system. The book describes the federal programs and the populations they serve: Medicare (elderly), Medicaid (low income), SCHIP (children), VHA (veterans), TRICARE (individuals in the military and their dependents), and IHS (native Americans). It then examines the steps each program takes to assure and improve safety and quality of care. The Institute of Medicine proposes a national quality enhancement strategy focused on performance measurement of clinical quality and patient perceptions of care. The discussion on which this book focuses includes recommendations for developing and pilot-testing performance measures, creating an information infrastructure for comparing performance and disseminating results, and more. Leadership by Example also includes a proposed research agenda to support quality enhancement. The third in the series of books from the Quality of Health Care in America project, this well-targeted volume will be important to all readers of To Err Is Human and Crossing the Quality Chasm - as well as new readers interested in the federal government's role in health care.

Managing Health Care Business Strategy is the definitive textbook on strategic planning and management for healthcare organizations. It offers all the basic information on strategic planning and management within the unique context of organizations concerned with the delivery and financing of health care. It does this by noting the singular strategic environment in health care, explaining the special procedures and options available to health care organizations, and providing real-life examples in the form of case studies. It includes not only a description of the basic multi-step process of creating and then managing a strategic plan, but also a detailed look at the role played by the key business functions (finance, marketing, human resources, information technology, and law) as well as specific strategic options (merger/acquisition, reorganization, joint venture) and some of the popular tools for analyzing strategic situations (balanced scorecard, Six Sigma, SWOT).

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