

# Contents

<i>Preface</i>		vii
<b><i>Part 1</i></b>	<b>Strategic Management</b>	<b>1</b>
<i>Chapter 1</i>	The Nature of Strategic Management	3
<i>Chapter 2</i>	Understanding and Analyzing the General Environment and the Health Care Environment	34
<i>Chapter 3</i>	Service Area Competitor Analysis	74
<i>Chapter 4</i>	Internal Environmental Analysis and Competitive Advantage	123
<i>Chapter 5</i>	Directional Strategies	159
<i>Chapter 6</i>	Developing Strategic Alternatives	195
<i>Chapter 7</i>	Evaluation of Alternatives and Strategic Choice	244
<i>Chapter 8</i>	Value Adding Service Delivery Strategies	293
<i>Chapter 9</i>	Value Adding Support Strategies	329
<i>Chapter 10</i>	Communicating the Strategy and Developing Action Plans	365
<b><i>Part 2</i></b>	<b>Appendices</b>	<b>391</b>
<i>Appendix A</i>	Analyzing Strategic Health Care Cases	393
<i>Appendix B</i>	Financial Analysis for Health Care Organizations	405

<i>Part 3</i>	<b>Cases in the Health Care Sector</b>	<b>429</b>
<i>Case 1</i>	<b>The Pharmaceutical Industry: An Industry Note</b>	431
<i>Case 2</i>	<b>Salix Pharmaceuticals, Inc. Succeeding on the Road Less Traveled</b>	450
<i>Case 3</i>	<b>Community Blood Center of the Carolinas: Donations, Donations, Donations</b>	476
<i>Case 4</i>	<b>OR Solutions Reaches a Crossroad</b>	499
<i>Case 5</i>	<b>Can This Relationship Be Saved? The Midwestern Medical Group's Integration Journey</b>	511
<i>Case 6</i>	<b>Ellen Zane – Leading Change at Tufts – NEMC</b>	539
<i>Case 7</i>	<b>Indian Health Service: Creating a Climate for Change</b>	569
<i>Case 8</i>	<b>Dr. Louis Mickael: The Physician as Strategic Manager</b>	589
<i>Case 9</i>	<b>Governance Challenges at Good Hands Healthcare (A)</b>	604
<i>Case 10</i>	<b>The Rosemont Behavioral Health Center</b>	617
<i>Case 11</i>	<b>Riverview Regional Medical Center: An HMA Facility</b>	631
<i>Case 12</i>	<b>AIDSCAP Nepal</b>	651
<i>Case 13</i>	<b>Emanuel Medical Center: Crisis in the Health Care Industry</b>	670
<i>Case 14</i>	<b>Cooper Green Hospital and the Community Care Plan</b>	692
<i>Case 15</i>	<b>"So, Doctor, Can You Fix This?" A Case Involving a Medical Spa</b>	717
<i>Case 16</i>	<b>C. W. Williams Health Center: A Community Asset</b>	742
<i>Case 17</i>	<b>Pacific Cataract and Laser Institute: Competing in the LASIK Eye Surgery Market</b>	763
<i>Case 18</i>	<b>The Premier Health Care Alliance Emerges</b>	778
<i>Case 19</i>	<b>The Case for Open Heart Surgery at Cabarrus Memorial Hospital</b>	803
<i>Case 20</i>	<b>Emergency Care Group</b>	817
<i>Index</i>		839