
Preface

Healthcare is personal. Healthcare is local. And healthcare is one of the greatest challenges faced by countries around the world. 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.

As authors, educators, practitioners, and participants in the healthcare system, we find ourselves in the midst of these challenges and their solutions. Certainly, change is occurring, but not nearly as broadly and rapidly as we believe is necessary. Today's mindsets and methods are inappropriate and/or insufficient to enable the level of needed change.

Our observations lead us to ask four simple questions (some with not-so-simple answers):

- **Why change?** Given history and ongoing challenges, why call for transformational change?
- **What to change?** What areas for change are most promising—areas with the greatest potential to yield significant benefits?
- **How to change?** What is the balance between incremental change and more fundamental, longer-term, transformational change?
- **When to change?** What is the speed and timing of suggested changes?

Part I provides frameworks for answering these questions. Parts II, III, and IV—Case Studies—utilize these frameworks to outline examples of transformational change in multiple healthcare settings. Together, this book provides both a guide for healthcare leadership teams grappling with change and real-world examples that emphasize lessons learned from comparable efforts.

We are all faculty members in Brown University's Executive Master of Healthcare Leadership (EMHL) program, preparing leaders to transform healthcare. EMHL is designed for clinicians, executives, and senior administrators with significant responsibility in the healthcare industry. The program seeks to create and effect real, lasting change in moving towards a healthcare system centered on the patient, replacing traditional silos with innovative, collaborative efforts to truly transform healthcare. Participants identify a critical challenge they face in their role in healthcare that requires transformative change. Throughout the program, students gather advice, resources, and support to identify and implement creative solutions to their

chosen challenges. As indicated, this book outlines our various frameworks to transform healthcare (Part I), complemented by examples primarily provided by our students of the transformational changes they realized utilizing these frameworks (Parts II, III, and IV). The book balances theory with real-world examples, so healthcare leaders can utilize it as a guide for driving transformational change in their own organizations.

We, the authors, come from a variety of academic and professional backgrounds: a former senior healthcare executive at an international medical products company who teaches management and marketing; a healthcare strategy consultant teaching value creation as a means of attaining high performance; and a health economist with a career split between international healthcare consulting and academe, lecturing on healthcare policy and data-driven decision-making.

This book is for current healthcare leaders, grappling with how to transform their organization to meet the evolving, often contradictory needs of changing local healthcare systems. A fundamental assumption of this book is that healthcare transformation is possible. But what do we mean by “*transformational*” change? Definitions abound from the *incremental* aimed at reducing the *rate* of healthcare cost increases to *improving population health*. And does transformational change mean working *within or outside* of existing institutions and relationships?

The frameworks outlined in Part I are meant to aid healthcare leaders and their teams in undertaking *either of these, ideally related journeys—transforming within or beyond existing healthcare institutions*. The case studies in Parts II, III, and IV are examples of institutional improvement *and* expansion.

Through this book, we hope to share an effective “treatment plan” with healthcare leaders around the world who understand the need for transformational change and are seeking the tools and processes to achieve it.

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