

HEALTHCARE STRATEGIC PLANNING

FOURTH EDITION

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ACHE Management Series

Exhibit 6.18: Critical Planning Issue Prioritization Worksheet, 2017

Instructions: Allocate 100 points among the emerging issues to indicate priority (more points = higher priority)

Emerging Issue	Description	Allocated Points
Integration	Seamlessly connect all aspects of the system operationally and electronically, with a focus on shared incentives and accountability	
Financial improvement	Stabilize and improve financial performance and position to ensure the system is able to fund both routine and strategic priorities moving forward	
Organizational design	Redesign the organizational structure, where necessary, to ensure the proper flow of information and decision making	
Culture transformation	Develop a consistent organization-wide culture based on a unique set of values that will make the system attractive to both customers and employees	
Physician alignment	Establish formal relationships with physicians across all specialties that are mutually beneficial and successful	
Service portfolio	Implement the ideal product and market mix to bolster and sustain long-term growth	
Population health management	Set mechanisms and processes to improve the health of a defined population(s) within the service area	
Partnerships	Affiliate with organizations and/or provider groups through a variety of models to extend the system's reach or grow in desired markets and services	
Value	Improve clinical outcomes and customer experience at the lowest possible cost	
Total Points		100

Exhibit 6.3: Online Healthcare Data Resources

• Agency for Healthcare Research and Quality	www.ahrq.gov
• American Hospital Association	www.aha.org
• American Medical Association	www.ama-assn.org
• Center for Consumer Information and Insurance Oversight	www.cms.gov/CCIIO
• Centers for Disease Control and Prevention	www.cdc.gov
• Centers for Medicare & Medicaid Services	www.medicare.gov/hospitalcompare www.medicare.gov/nursinghomecompare
• The Dartmouth Atlas of Health Care	www.dartmouthatlas.org
• Health Resources and Services Administration	www.hrsa.gov
• Kaiser Family Foundation	www.kff.org
• National Cancer Institute	www.cancer.gov
• National Center for Health Statistics	www.cdc.gov/nchs
• State-specific hospital discharge databases	(Varies by state)

Exhibit 6.4: Creative Data Gathering for the Environmental Assessment: Competitor Intelligence

Hard Data
<ul style="list-style-type: none"> • State licensure and other state filings • 990 and 10-K reports and other federal filings • Hospital associations • Public vendors

Soft Data
<ul style="list-style-type: none"> • Annual reports • Websites • Public relations releases or brochures • Press releases • Presentations by executives • Former employees