

Before Disrupting Healthcare

Over the past two decades, the healthcare community increasingly recognized the importance and the impact of medical errors on patient safety and clinical outcomes. Medical and surgical errors continue to contribute to unnecessary and potentially preventable morbidity and/or mortality, affecting both ambulatory and hospital settings. The spectrum of contributing variables—ranging from minor errors that subsequently escalate to poor communication to lapses in appropriate protocols and processes (just to name a few)—is extensive, and solutions are only recently being described. As such, there is a growing body of research and experiences that can help provide an organized framework-based upon the best practices and evidence-based medical principles—for hospitals and clinics to foster patient safety culture and to develop institutional patient safety champions. Based upon the tremendous interest in the first volume of our Vignettes in Patient Safety series, this second volume follows a similar vignette-based model. Each chapter outlines a realistic case scenario designed to closely approximate experiences and clinical patterns that medical and surgical practitioners can easily relate to. Vignette presentations are then followed by an evidence-based overview of pertinent patient safety literature, relevant clinical evidence, and the formulation of preventive strategies and potential solutions that may be applicable to each corresponding scenario. Throughout the Vignettes in Patient Safety cycle, emphasis is placed on the identification and remediation of team-based and organizational factors associated with patient safety events. The second volume of the Vignettes in Patient Safety begins with an overview of recent high-impact studies in the area of patient safety. Subsequent chapters discuss a broad range of topics, including retained surgical items, wrong site procedures, disruptive healthcare workers, interhospital transfers, risks of emergency department overcrowding, dangers of inadequate handoff communication, and the association between provider fatigue and medical errors. By outlining some of the current best practices, structured experiences, and evidence-based recommendations, the authors and editors hope to provide our readers with new and significant insights into making healthcare safer for patients around the world.

The CEO of Athenahealth reflects on his journey from ambulance driver to CEO of one of the nation's fastest-growing tech companies to outline a blueprint for improving the current health-care system through innovation, less regulation and a wider range of customer choices. In this deeply researched yet controversial book, Stephen C. Schimpff, MD breaks definitive new ground to explain why our healthcare delivery system serves us so poorly, why it costs so much, and why government and insurer policy over many decades has not only failed to improve care delivery but actually has made it worse. He then demonstrates the necessary path to convert to world class healthcare at a very reasonable cost. Primary care physicians have been forced into a non-sustainable business model that drives them to schedule an unreasonable number of patient visits per day because insurance-based payment per visit is too low. In inflation adjusted dollars, PCPs earn less today than they did forty years ago but see about twice as many patients per day. Too many visits means not enough time per patient. Not enough time means it is easier to just refer a patient to a specialist, order a test or write a prescription when some more time would have resulted in a solution to the problem and saved the need and cost of specialist, test or medication. This has led to a diminishment of care quality and a major increase in costs. This is the crisis in primary care. When primary care physicians do have time with each patient, they can offer truly outstanding care for episodic issues, effectively address complex chronic illnesses (which consume 75-85% of all medical care costs), and provide effective preventive care while maintaining health and wellness—and do so within a deep personal relationship of trust and healing. Paradoxically, primary care need not be expensive. Insurance has made it so. The time has come to allow the primary care physician the ability to care at his or her highest level of professional education and training. The result will be better care at much less cost—the major theme of this book. Dr Schimpff shows how to revitalize the patient-doctor relationship and to put decision making back into the hands of patients and their physicians. We have incredible assets in American medicine but we have failed to bring them to patients in a timely, effective, customer friendly and cost effective manner. Despite its shortcomings, American medical care delivery can be corrected. The solution is to Fix The Primary Care Crisis. The "fix" is not difficult but lack of understanding by consumers/patients and inertia by physicians stymie implementation. Patients must insist and doctors must agree to the needed changes. If we want to see better and more affordable healthcare in this country, the changes discussed in this book must be implemented. The result will be medical care delivery that is forever very different -true healthcare - both better and less expensive. This book provides the needed information, the methodology and the roadmap to Fix The Primary Care Crisis.

Dr. Zeev Neuwirth wrote Reframing Healthcare for leaders and organizations interested in understanding what the disrupters in healthcare are doing and, more to the point, for those who want to be the disrupters rather than the disrupted. This book is a step-by-step guide for leadership teams that are intent on improving healthcare at an accelerated pace. It's written for healthcare organizations that wish to thrive in a customer-centric, community-oriented, value-based healthcare system. This book provides an assessment of the market forces, mega-trends and reframes that are transforming the healthcare market, and delivers a replicable and scalable roadmap for creating better healthcare.

Big data and artificial intelligence (AI) are at the forefront of technological advances that represent a potential transformational mega-trend—a new multipolar and innovative disruption. These technologies, and their associated management paradigm, are already rapidly impacting many industries and occupations, but in some sectors, the change is just beginning. Innovating ahead of emerging technologies is the new imperative for any organization that aspires to succeed in the next decade. Faced with the power of this AI movement, it is imperative to understand the dynamics and new codes required by the disruption and to adapt accordingly. AI and Big Data's Potential for Disruptive Innovation provides emerging research exploring the theoretical and practical aspects of successfully implementing new and innovative technologies in a variety of sectors including business, transportation, and healthcare. Featuring coverage on a broad range of topics such as semantic mapping, ethics in AI, and big data governance, this book is ideally designed for IT specialists, industry professionals, managers, executives, researchers, scientists, and engineers seeking current research on the production of new and innovative mechanization and its disruptions.

This book demonstrates how to successfully manage and lead healthcare institutions by employing the logic of business model innovation to gain competitive advantages. Since clerk-like routines in professional organizations tend to overlook patient and service-centered healthcare solutions, it challenges the view that competition and collaboration in the healthcare sector should not only incorporate single-end services, therapies or diagnosis related groups. Moreover, the authors focus on holistic business models, which place greater emphasis on customer needs and put customers and patients first. The holistic business models approach addresses topics such as business operations, competitiveness, strategic business objectives, opportunities and threats, critical success factors and key performance indicators. The contributions cover various aspects of service business innovation such as reconfiguring the hospital business model in healthcare delivery, essential characteristics of service business model innovation in healthcare, guided business modeling and analysis for business professionals, patient-driven service delivery models in healthcare, and continuous and co-creative business model creation. All of the contributions introduce business models and strategies, process innovations, and toolkits that can be applied at the managerial level, ensuring the book will be of interest to healthcare professionals, hospital managers and consultants, as well as scholars, whose focus is on improving value-generating and competitive business architectures in the healthcare sector.

Properly performing health care systems require concepts and methods that match their complexity. Resilience engineering provides that capability. It focuses on a system's overall ability to sustain required operations under both expected and unexpected conditions rather than on individual features or qualities. This book contains contributions from international experts in health care, organisational studies and

patient safety, as well as resilience engineering. Whereas current safety approaches primarily aim to reduce the number of things that go wrong, Resilient Health Care aims to increase the number of things that go right.

The book proposes a new relationship between people and their doctors, fostering self-efficacy so that people can be empowered to manage their own health and live happier, healthier lives. It gives practical advice and provides an accessible, challenging, thought-provoking view of how medical practice needs to change to become person focused.

A groundbreaking prescription for health care reform--from a legendary leader in innovation . . . Our health care system is in critical condition. Each year, fewer Americans can afford it, fewer businesses can provide it, and fewer government programs can promise it for future generations. We need a cure, and we need it now. Harvard Business School's Clayton M. Christensen—whose bestselling *The Innovator's Dilemma* revolutionized the business world—presents *The Innovator's Prescription*, a comprehensive analysis of the strategies that will improve health care and make it affordable. Christensen applies the principles of disruptive innovation to the broken health care system with two pioneers in the field—Dr. Jerome Grossman and Dr. Jason Hwang. Together, they examine a range of symptoms and offer proven solutions. YOU'LL DISCOVER HOW “Precision medicine” reduces costs and makes good on the promise of personalized care Disruptive business models improve quality, accessibility, and affordability by changing the way hospitals and doctors work Patient networks enable better treatment of chronic diseases Employers can change the roles they play in health care to compete effectively in the era of globalization Insurance and regulatory reforms stimulate disruption in health care

New York Times bestseller Business Book of the Year--Association of Business Journalists From the New York Times bestselling author comes an eye-opening, urgent look at America's broken health care system--and the people who are saving it--now with a new Afterword by the author. "A must-read for every American." --Steve Forbes, editor-in-chief, FORBES One in five Americans now has medical debt in collections and rising health care costs today threaten every small business in America. Dr. Makary, one of the nation's leading health care experts, travels across America and details why health care has become a bubble. Drawing from on-the-ground stories, his research, and his own experience, *The Price We Pay* paints a vivid picture of the business of medicine and its elusive money games in need of a serious shake-up. Dr. Makary shows how so much of health care spending goes to things that have nothing to do with health and what you can do about it. Dr. Makary challenges the medical establishment to remember medicine's noble heritage of caring for people when they are vulnerable. *The Price We Pay* offers a road map for everyday Americans and business leaders to get a better deal on their health care, and profiles the disruptors who are innovating medical care. The movement to restore medicine to its mission, Makary argues, is alive and well--a mission that can rebuild the public trust and save our country from the crushing cost of health care.

New York Times bestseller! "Few are better positioned to illuminate the vagaries of this transformation than Galloway, a tech entrepreneur, author and professor at New York University's Stern School. In brisk prose and catchy illustrations, he vividly demonstrates how the largest technology companies turned the crisis of the pandemic into the market-share-grabbing opportunity of a lifetime." --The New York Times "As good an analysis as you could wish to read." --The Financial Times From bestselling author and NYU Business School professor Scott Galloway comes a keenly insightful, urgent analysis of who stands to win and who's at risk to lose in a post-pandemic world The COVID-19 outbreak has turned bedrooms into offices, pitted young against old, and widened the gaps between rich and poor, red and blue, the mask wearers and the mask haters. Some businesses--like home exercise company Peloton, video conference software maker Zoom, and Amazon--woke up to find themselves crushed under an avalanche of consumer demand. Others--like the restaurant, travel, hospitality, and live entertainment industries--scrambled to escape obliteration. But as New York Times bestselling author Scott Galloway argues, the pandemic has not been a change agent so much as an accelerant of trends already well underway. In *Post Corona*, he outlines the contours of the crisis and the opportunities that lie ahead. Some businesses, like the powerful tech monopolies, will thrive as a result of the disruption. Other industries, like higher education, will struggle to maintain a value proposition that no longer makes sense when we can't stand shoulder to shoulder. And the pandemic has accelerated deeper trends in government and society, exposing a widening gap between our vision of America as a land of opportunity, and the troubling realities of our declining wellbeing. Combining his signature humor and brash style with sharp business insights and the occasional dose of righteous anger, Galloway offers both warning and hope in equal measure. As he writes, "Our commonwealth didn't just happen, it was shaped. We chose this path--no trend is permanent and can't be made worse or corrected."

THE BOOK THAT'S REVOLUTIONIZING HEALTH CARE IN AMERICA A groundbreaking prescription for reform— from a legendary leader in innovation. “Clear, entertaining, and provocative, *The Innovator's Prescription* should be read by anyone who cares about improving the health and health care of all.” ?Risa Lavizzo-Mourey, MD, President and CEO, Robert Wood Johnson Foundation “Comprehensive in its vision, astute in its diagnosis, and clear in its guidance, *The Innovator's Prescription* offers strong medicine for a health care system that is far from well.” —Harvey V. Fineberg, MD, President, Gordon and Betty Moore Foundation Our health care system is in critical condition. The Affordable Care Act has insured more Americans than ever, yet deductibles keep rising and costs continue to climb. Now more than ever, the industry needs a shot in the arm. It needs *The Innovator's Prescription*, the now-classic approach to efficient, affordable health care. Learn how to:

- Deliver personalized care at a lower cost with “precision medicine”
- Improve quality, accessibility, and affordability using a disruptive business model
- Enable better treatment of chronic diseases through patient networks
- Diagnose problems and find solutions faster using new technology
- Take advantage of insurance and regulatory reforms to provide the best care possible

Revision of: Austin and Boxerman's information systems for healthcare management.-- 7th ed. / Gerald L. Glandon, Detlev H. Smaltz, Donna J. Slovensky. 2008.

In this comprehensive playbook, *Strategy in the Digital Age: How to Disrupt or Respond to Disruptors*, boards, CEOs, business leaders, executives, MBAs, consultants, incumbents, and startups will master the game-changing strategies for winning through rare insights, practical strategy and disruption frameworks -- such as "The Disruption Barometer for Strategic Responses" and "The Strategy Equation." Incumbents will discover the powerful tools for beating disruptors and challengers at their own game while building the agile, digital, and analytics capabilities to deliver the sought-after customer experiences to become future-ready. Startups and challengers will learn how to upend an industry leader in our networked world through our systematic framework "The 5-Step Model to Disrupting a Digital Platform Leader." Companies will discover the time-tested approaches to be digital-first firms while discovering the pitfalls and roadblocks hindering their digital transformation across industries such as banking, health care, and retail through several case studies spanning industries, countries, and continents. Fintechs (mobile banking and payment firms, etc.) will learn the key insights to disrupt the financial industry verticals and win in an increasingly fragmented landscape. Banks will discover what they need to respond to the emerging challengers wanting to eat their lunch. Key players across the health care ecosystems will deepen their understanding of the disruptive forces and what strategies they need to thrive rather than survive in the emerging yet competitive digital health care across the globe. Business leaders will master how to build a winning culture for the digital age to execute their strategies through case studies of Amazon and SoftBank. In addition, they will discover several data-driven models for aligning their culture to their strategies. Indeed, in today's dangerous and unpredictable geopolitical environment, where trade war is becoming the new normal, businesses' fates increasingly depend on just one tweet from a president, nonmarket forces such as Brexit, activists, and EU General Data Protection Regulations and Europe Second Payments Directive (PSD2) can create winners and losers across industries such as banking overnight -- CEOs and other business leaders need a new dynamic formula to win. Market strategies alone as taught in many business schools are no longer enough; firms need to scale agility regarding what they can control at the firm level and build a dynamic scenario planning for our volatile, uncertain, ambiguous, and complex (VUCA) world. Yet they need nonmarket strategies to deter potential threats from nonmarket actors before they become a full-blown crisis or hamper their organization's competitive edge. We will discuss all at these strategies, techniques, tools, and models in greater detail throughout the book.

Leadership for Evidence-Based Innovation in Nursing and Health Professions, Second Edition takes a patient-centered approach, discusses the perspectives on the dynamic of innovation and evidence as well as emerging competencies for leaders of healthcare innovation, making it the ideal textbook for DNP and Masters level leadership courses.

This book presents a decade of advances in the psychological, biological and social responses to disasters, helping medics and leaders prepare and react.

Few industries in this disruptive age are experiencing greater change than healthcare. From digitization to the rise of savvy and connected consumers, this industry is on the cusp of significant breakthroughs that will make it work better for everyone. With this report, written by experts at Optum Technology closely involved with emerging technologies, you'll examine the trends and changes revolutionizing healthcare. Technologies like virtual assistants, artificial intelligence, and the blockchain are changing the way consumers approach healthcare. Technical and business audiences—including healthcare industry executives, scientists, engineers, and investors—will learn how organizations such as UnitedHealth Group are driving change for consumers, providers, and payers alike. You'll examine: How growing healthcare costs and emerging technology impact healthcare and its consumers Game-changing technologies including blockchain, graph technologies, AI, deep learning, and the internet of things Real-world use cases that demonstrate how industries prudently apply these technologies to solve today's business problems Business case studies that reveal how emerging technologies can be used in the future What the healthcare industry might look like in the next five years.

This book gives the reader an inside look at creating a new healthcare service using practical examples and scenarios one would face if doing it themselves. This book chronicles the journey of a fictitious healthcare delivery organization using the Simpler Design System principles based on Lean methodologies. While the characters and actual story is fictitious, it is based on the journey many healthcare systems and clients have taken, the issues they have faced, and the successes and failures they've had. Tools and approaches used are based on the actual work of Simpler. The story format engages readers and is intended to motivate and inspire executive teams to use the tenets of the book as a guide to launch their own successful implementation of an idea-to-launch methodology. Tools include those gleaned from actual application of Lean Product Development, Agile, Design for Six Sigma, and Design Thinking Principles. Through engaging storytelling and practical theory, this book is written from the perspective of a physician leader that agrees to be the executive sponsor for a service redesign. As the story progresses, the sponsor becomes fascinated with the process and becomes the first VP of Innovation within his organization.

This book provides comprehensive coverage of the three most important themes in the field of Endocrine Disrupting Chemicals (EDC) research: the basic biology of EDCs, particularly their effects on reproductive systems; EDC effects on humans and wildlife, including biomedical considerations; and potential interventions and practical advice for dealing with the problem of EDCs.

This new edition of *Health at a Glance* presents the most recent comparable data on the health status of populations and health system performance in OECD countries.

A bold new remedy for the sprawling and wasteful health care industry. Where else but the doctor's office do you have to fill out a form on a clipboard? Have you noticed that hospital bills are almost unintelligible, except for the absurdly high dollar amount? Why is it that technology in other industries drives prices down, but in health care it's the reverse? And why, in health care, is the customer so often treated as a mere bystander—and an ignorant one at that? The same American medical establishment that saves lives and performs wondrous miracles is also a \$2.7 trillion industry in deep dysfunction. And now, with the Affordable Care Act (Obamacare), it is called on to extend full benefits to tens of millions of newly insured. You might think that this would leave us with a bleak choice—either to devote more of our national budget to health care or to make do with less of it. But there's another path. In this provocative book, Jonathan Bush, cofounder and CEO of athenahealth, calls for a revolution in health care to give customers more choices, freedom, power, and information, and at far lower prices. With humor and a tell-it-like-it-is style, he picks up insights and ideas from his days as an ambulance driver in New Orleans, an army medic, and an entrepreneur launching a birthing start-up in San Diego. In struggling to save that dying business, Bush's team created a software program that eventually became athenahealth, a cloud-based services company that handles electronic medical records, billing, and patient communications for more than fifty thousand medical providers nationwide. Bush calls for disruption of the status quo through new business models, new payment models, and new technologies that give patients more control of their care and enhance the physicianpatient

experience. He shows how this is already happening. From birthing centers in Florida to urgent care centers in West Virginia, upstarts are disrupting health care by focusing on efficiency, innovation, and customer service. Bush offers a vision and plan for change while bringing a breakthrough perspective to the debates surrounding Obamacare. You'll learn how:

- Well-intended government regulations prop up overpriced incumbents and slow the pace of innovation.
- Focused, profit-driven disrupters are chipping away at the dominance of hospitals by offering routine procedures at lower cost.
- Scrappy digital start-ups are equipping providers and patients with new apps and technologies to access medical data and take control of care.
- Making informed choices about the care we receive and pay for will enable a more humane and satisfying health care system to emerge.

Bush's plan calls for Americans not only to demand more from providers but also to accept more responsibility for our health, to weigh risks and make hard choices—in short, to take back control of an industry that is central to our lives and our economy.

Healthcare and technology are at a convergence point where significant changes are poised to take place. The vast and complex requirements of medical record keeping, coupled with stringent patient privacy laws, create an incredibly unwieldy maze of health data needs. While the past decade has seen giant leaps in AI, machine learning, wearable technologies, and data mining capacities that have enabled quantities of data to be accumulated, processed, and shared around the globe. Transforming Healthcare with Big Data and AI examines the crossroads of these two fields and looks to the future of leveraging advanced technologies and developing data ecosystems to the healthcare field. This book is the product of the Transforming Healthcare with Data conference, held at the University of Southern California. Many speakers and digital healthcare industry leaders contributed multidisciplinary expertise to chapters in this work. Authors' backgrounds range from data scientists, healthcare experts, university professors, and digital healthcare entrepreneurs. If you have an understanding of data technologies and are interested in the future of Big Data and A.I. in healthcare, this book will provide a wealth of insights into the new landscape of healthcare.

Why is the healthcare system broken in almost every part of the world? Why pumping in more money or resources into the system doesn't seem to solve the problem? Are we looking for the solutions in the wrong place? Is there a new way to address the challenges? Dr Naik shares his perspective of what we can do differently to address the gaps in today's healthcare system. He argues that to re-imagine healthcare, we have to start by 'thinking outside the hospitals'. Through an in-depth study of healthcare entrepreneurs from around the world, he gleans some key principles for the future of healthcare. In these pages you'll discover:

- What does the world of healthcare look like when we 'think outside the hospitals'?
- Who are the innovators around the world who are reimagining healthcare and how are they doing it?
- What can we learn from each of the innovators and how is it relevant to our own life and health?

Whether you are a healthcare professional or a healthcare consumer, you are becoming increasingly a decision maker of how to get better care. If you are curious about what options you have to help your patients and your own family, this book is for you.

Before Disrupting Healthcare
What Innovators Need to Know
Healthcare Disrupted
Next Generation Business Models and Strategies
John Wiley & Sons

Digital health has faced obstacles from poor IT systems implementation to lack of consumer acceptance. Very little is known about the management, development, and design of digital health projects, the level of IT adoption, and the role of digital leadership that is needed to successfully drive health projects. Digital health, if successfully implemented, offers tremendous opportunities in health data analytics for consumers of health services and service providers that include health information portability, personalization of health information by consumers, easy access and usefulness of health information, and better management of electronic data records by health institutions and the government. Research suggests that despite assurances provided to consumers, digital information security and digital health innovation have been a challenge and are only slowly being accepted. Opportunities and Challenges in Digital Healthcare Innovation is an innovative research publication that identifies digital health innovation opportunities and obstacles and proposes frameworks and conceptual models for digital health innovation that empowers consumers of digital health to use the information to make informed decisions and choices. Highlighting topics such as data analytics, health regulations, and telehealth, this book is ideal for IT consultants, medical software developers, data scientists, hospital administrators, medical practitioners, policymakers, academicians, researchers, and students.

This open access book comprehensively covers the fundamentals of clinical data science, focusing on data collection, modelling and clinical applications. Topics covered in the first section on data collection include: data sources, data at scale (big data), data stewardship (FAIR data) and related privacy concerns. Aspects of predictive modelling using techniques such as classification, regression or clustering, and prediction model validation will be covered in the second section. The third section covers aspects of (mobile) clinical decision support systems, operational excellence and value-based healthcare. Fundamentals of Clinical Data Science is an essential resource for healthcare professionals and IT consultants intending to develop and refine their skills in personalized medicine, using solutions based on large datasets from electronic health records or telemonitoring programmes. The book's promise is "no math, no code" and will explain the topics in a style that is optimized for a healthcare audience.

A professor of medicine reveals how technology like wireless internet, individual data, and personal genomics can be used to save lives.

Healthcare is ripe for disruptive innovation. CSC takes a holistic view of healthcare, with the patient at the center, and identifies 5 trends that will re-shape the industry. Healthcare is moving from a care-first to a wellness-first perspective via the efforts and technologies in these trends:

- E-Power to the Patient - Patients take on a larger, more active role in managing their wellness and health.
- Earlier Detection - Earlier detection maximizes options for successful treatment, leading to a speedier return to good health.
- High-Tech Healing - New technologies can significantly boost outcomes and quality of life.
- Resources: More, but Different - Solving the healthcare resource puzzle requires new players and new care models.
- Global Healthcare Ecosystem Emerges - More information, more connected, leads to better care and better research.

This report targets patients, providers, healthcare businesses, technology companies and industry gurus. Learn how you can be part of the change.

Our healthcare system is prohibitively expensive. Fortunately, artificial intelligence, big data, machine learning,

blockchain, the internet of things and wearable technologies are revolutionizing the way that we look at healthcare. The future of healthcare is coming. This is what it looks like.

Health-Care Solutions from a Distant Shore Health care in the United States and other nations is on a collision course with patient needs and economic reality. For more than a decade, leading thinkers, including Michael Porter and Clayton Christensen, have argued passionately for value-based health-care reform: replacing delivery based on volume and fee-for-service with competition based on value, as measured by patient outcomes per dollar spent. Though still a pipe dream here in the United States, this kind of value-based competition is already a reality--in India. Facing a giant population of poor, underserved people and a severe shortage of skills and capacity, some resourceful private enterprises have found a way to deliver high-quality health care, at ultra-low prices, to all patients who need it. This book shows how the innovations developed by these Indian exemplars are already being practiced by some far-sighted US providers--reversing the typical flow of innovation in the world. Govindarajan and Ramamurti, experts in the phenomenon of reverse innovation, reveal four pathways being used by health-care organizations in the United States to apply Indian-style principles to attack the exorbitant costs, uneven quality, and incomplete access to health care. With rich stories and detailed accounts of medical professionals who are putting these ideas into practice, this book shows how value-based delivery can be made to work in the United States. This "bottom-up" change doesn't require a grand plan out of Washington, DC, agreement between entrenched political parties, or coordination among all players in the health-care system. It needs entrepreneurs with innovative ideas about delivering value to patients. Reverse innovation has worked in other industries. We need it now in health care.

Elle's 30 BEST BOOKS OF THE SUMMER "A jaw-dropping investigation into the women's health industry." —Shelf-Awareness "A fascinating examination of the past and present of women's healthcare" —Delfina V Barbiero, USA TODAY "A must-read for women, especially any woman who might ever need to see a doctor. " —The Washington Post American women visit more doctors, have more surgery, and fill more prescriptions than men. In *Everything Below the Waist*, Jennifer Block asks: Why is the life expectancy of women today declining relative to women in other high-income countries, and even relative to the generation before them? Block examines several staples of modern women's health care, from fertility technology to contraception to pelvic surgery to miscarriage treatment, and finds that while overdiagnosis and overtreatment persist in medicine writ large, they are particularly acute for women. One third of mothers give birth by major surgery; roughly half of women lose their uterus to hysterectomy. Feminism turned the world upside down, yet to a large extent the doctors' office has remained stuck in time. Block returns to the 1970s women's health movement to understand how in today's supposed age of empowerment, women's bodies are still so vulnerable to medical control—particularly their sex organs, and as result, their sex lives. In this urgent book, Block tells the stories of patients, clinicians, and reformers, uncovering history and science that could revolutionize the standard of care, and change the way women think about their health. *Everything Below the Waist* challenges all people to take back control of their bodies.

"During a time of tremendous change and uncertainty, *Healthcare Disrupted* gives executives a framework and language to determine how they will evolve their products, services, and strategies to flourish in a increasingly value-based healthcare system. Using a powerful mix of real world examples and unanswered questions, Elton and O'Riordan lead you to see that 'no action' is not an option—and push you to answer the most important question: 'What is your role in this digitally driven change and how can your firm can gain competitive advantage and lead?'"—David Epstein, Division Head, Novartis Pharmaceuticals "Healthcare Disrupted is an inspirational call-to-action for everyone associated with healthcare, especially the innovators who will develop the next generation of therapeutics, diagnostics, and devices."—Bob Horvitz, Ph.D., David H. Koch Professor of Biology, MIT; Nobel Prize in Physiology or Medicine "In a time of dizzying change across all fronts: from biology, to delivery, to the use of big data, *Health Disrupted* captures the impact of these forces and thoughtfully develops new approaches to value creation in the healthcare industry. A must-read for those who strive to capitalize on change and reinvent the industry."—Deborah Dunsire, M.D., president and CEO, FORUM Pharmaceuticals *Healthcare at a Crossroad: Seismic Shifts, New Business Models for Success* *Healthcare Disrupted* is an in-depth look at the disruptive forces driving change in the the healthcare industry and provides guide for defining new operating and business models in response to these profound changes. Based on original research conducted by Accenture and years of experience working with the most successful companies in the industry, healthcare experts Jeff Elton and Anne O'Riordan provide an informed, insightful view of the state of the industry, what's to come, and new emerging business models for life sciences companies play a different role from the past in to driving superior outcomes for patients and playing a bigger role in creating greater value for healthcare overall. Their book explains how critical global healthcare trends are challenging legacy strategies and business models, and examines why historical leaders in the industry must evolve, to stay relevant and compete with new entrants. *Healthcare Disrupted* captures this pivotal point in time to give executives and senior managers across pharmaceutical, biopharmaceutical, medical device, medical diagnostics, digital technology, and health services companies an opportunity to step back and consider the changing landscape. This book gives companies options for how to adapt and stay relevant and outlines four new business models that can drive sustainable growth and performance. It demonstrates how real-world data (from Electronic Medical Records, health wearables, Internet of Things, digital media, social media, and other sources) is combining with scalable technologies and advanced analytics to fundamentally change how and where healthcare is delivered, bridging to the health of populations, and broadening the responsibility for both. It reveals how this shift in healthcare delivery will significantly improve patient outcomes and the value health systems realize.

In the United States, some populations suffer from far greater disparities in health than others. Those disparities are caused not only by fundamental differences in health status across segments of the population, but also because of inequities in factors that

impact health status, so-called determinants of health. Only part of an individual's health status depends on his or her behavior and choice; community-wide problems like poverty, unemployment, poor education, inadequate housing, poor public transportation, interpersonal violence, and decaying neighborhoods also contribute to health inequities, as well as the historic and ongoing interplay of structures, policies, and norms that shape lives. When these factors are not optimal in a community, it does not mean they are intractable: such inequities can be mitigated by social policies that can shape health in powerful ways.

Communities in Action: Pathways to Health Equity seeks to delineate the causes of and the solutions to health inequities in the United States. This report focuses on what communities can do to promote health equity, what actions are needed by the many and varied stakeholders that are part of communities or support them, as well as the root causes and structural barriers that need to be overcome.

How Physicians Can Fix Health Care: One Innovation at a Time Professor Chris Trimble Dartmouth College Penicillin, wonder drug of the 1940s, delivered a dramatic double win. It improved medical outcomes and simultaneously slashed costs. Today's cheap and curative elixirs, however, are not pills. They come instead in the form of innovations in the way care is delivered. Fee-for-service medicine has stood as a formidable barrier to these innovations for decades. Now, thanks to the ongoing transition to value-based payments, there are tens of thousands of opportunities for dramatic double wins. They are found in every hospital, in every clinic and in every medical condition. Policymakers have done their part. The rest is up to innovators on the front lines. Innovators will emerge from every health profession. There will be little progress on the largest opportunities, however, without one essential ingredient: physician leadership. For years, many physicians have felt like mere captives in the game of fixing health care. Physicians are no longer pawns, they are prime movers. A groundswell of physician innovators, determined to rebuild care one step at a time, is exactly what the system needs. The innovations that have the greatest potential are of a certain minimum size. They are characterized by the creation of small multidisciplinary teams - a few people to a few dozen - that are dedicated full time to a single effort to redesign care from scratch for a particular patient population. They deploy providers in nontraditional ways. They sometimes invent entirely new roles and team structures for health care delivery. How Physicians Can Fix Health Care: One Innovation at a Time is the essential step-by-step guide for physician innovators, their teams and the senior leaders in their organizations. Chris Trimble has dedicated his career to studying innovation inside of established organizations. This is his sixth book.

We are in the midst of what may well be the most confusing, turbulent period in the history of modern medicine. This book seeks to cut through the fog and confusion that enshrouds the health care industry to provide clarity on where the industry stands today and where it is headed. The book defines the major challenges in health care through the journey of Northwell Health, one of the largest provider organizations in the country. The central issues in what is nearly one-fifth of the United States economy are played out daily within this not-for-profit organization. Northwell is New York state's largest workers, and \$11 billion in annual revenue. The book candidly portrays key leaders within Northwell on the most vexing challenges in health care: How to provide primary and specialty care spending; how to create and sustain an internal system of continuous learning to enable employees at all levels to stay current in an industry that is changing at warp speed; how to provide emergency services in a world where natural disasters and acts of terrorism are inevitable; how to identify new revenue streams to offset reductions from Medicare and Medicaid; and how to push outside the walls of hospitals and clinics to improve the overall health of individuals and communities by working on determinants of health beyond the typical medical practice. The book exists at the intersection of medicine, business, social and public policy. Harvard's Michael Porter has written widely on health care arguing that it is time "for a fundamentally new strategy," but what, exactly? Where is the industry headed? What do the changes and the turbulence mean for patients, doctors, nurses? This book is the product of a learning journey both humbling and rewarding. Over time, lessons learned, improvements made, innovations conceived, have advanced Northwell Health in ways that, some years ago, might not have seemed possible. Northwell has become a national leader not because it is perfect, but because it remains steadfast in its journey to remain humble enough to know that whatever success may be achieved, the journey is about continuous learning and improvement. The goal of the book is to provide a deeper, clearer understanding of what is happening in health care and why; to help illuminate a pathway forward for patients and caregivers most of all, but also for policy-makers and the employers and others who pay for care.

America's health care system has become too complex and costly to continue business as usual. Best Care at Lower Cost explains that inefficiencies, an overwhelming amount of data, and other economic and quality barriers hinder progress in improving health and threaten the nation's economic stability and global competitiveness. According to this report, the knowledge and tools exist to put the health system on the right course to achieve continuous improvement and better quality care at a lower cost. The costs of the system's current inefficiency underscore the urgent need for a systemwide transformation. About 30 percent of health spending in 2009--roughly \$750 billion--was wasted on unnecessary services, excessive administrative costs, fraud, and other problems. Moreover, inefficiencies cause needless suffering. By one estimate, roughly 75,000 deaths might have been averted in 2005 if every state had delivered care at the quality level of the best performing state. This report states that the way health care providers currently train, practice, and learn new information cannot keep pace with the flood of research discoveries and technological advances. About 75 million Americans have more than one chronic condition, requiring coordination among multiple specialists and therapies, which can increase the potential for miscommunication, misdiagnosis, potentially conflicting interventions, and dangerous drug interactions. Best Care at Lower Cost emphasizes that a better use of data is a critical element of a continuously improving health system, such as mobile technologies and electronic health records that offer significant potential to capture and share health data better. In order for this to occur, the National Coordinator for Health Information Technology, IT developers, and standard-setting organizations should ensure that these systems are robust and interoperable. Clinicians and care organizations should fully adopt these technologies, and patients should be encouraged to use tools, such as personal health information portals, to actively engage in their care. This book is a call to action that will guide health care providers; administrators; caregivers; policy makers; health professionals; federal, state, and local government agencies; private and public health organizations; and educational institutions.

Author Michael Lewis was recently interviewed by Steve Kroft on 60 Minutes and a quote from that interview was the inspiration and influence for Casino Healthcare. "If it wasn't complicated, it wouldn't be allowed to happen. The complexity disguises what's happening. If it's so complicated that you can't understand it - then you can't question it." What he was referencing, of course, was high-speed trading on Wall Street, but the quote could just as easily be applied to healthcare. In fact, it's tailor-made. The statistics prove just how much of a casino the U.S. healthcare system has become.* As a country, we now spend over \$10,000 per year -

for each person - just on healthcare.* Measured as an economic unit, U.S. Healthcare is now the size of Germany. * Preventable medical errors are now the 3rd leading cause of death in the U.S. (behind cancer and heart disease). * Medical debt is the leading cause of personal bankruptcies in the U.S.* Hospital pricing is determined by a cabal - in secret - and beyond legal challenge.* The Pharmaceutical industry - with profit margins that often eclipse tech giants like Apple and Google - paid out a whopping \$15 billion in fines over the last six years - just for off-label drug marketing.* American healthcare was recently ranked dead last when compared to 10 other countries. The system has become so complex and opaque that most Americans have simply given up on understanding how it works. Whole families are crushed in this casino trying to pay for unanticipated medical expenses, many of which are immediate, unavoidable and life threatening. The huge expense might be defensible if the system delivered exceptional quality, but it doesn't. When the World Health Organization last ranked health systems, the U.S. came in at #37 - just ahead of #38 (Slovenia) and behind #36 (Costa Rica). Casino Healthcare is not a theoretical policy book for the elite, but a book that penetrates the blanket of fog surrounding a major - and growing - household expense. With the research and style of an investigative journalist, the book is easy to understand and accessible by every American. The U.S. healthcare system was never designed from whole cloth with a strategic vision or intent, but instead it has evolved through the decades with a host of legislative "patches" and temporary fixes. The reason for this is simple. When a casino is generating profits of this magnitude it's critical to keep the casino humming and almost impossible to close it. Rick Scott - now the Governor of Florida - captured the enormous scale of this challenge with this simple two-sentence quote: "How many businesses do you know that want to cut their revenue in half? That's why the healthcare system won't change the healthcare system." Americans have a right to be angry with how the U.S. healthcare system has been hijacked for revenue and profits. One analyst recently categorized it as "legalized extortion on a national scale." In the same way that Michael Lewis exposed the complexity of high-speed trading on Wall Street, Casino Healthcare will expose the U.S. healthcare system for what it really is - a giant casino of epic proportions where the risks are both personal and nothing less than the health of an entire nation.

Instructor Resources: Test bank, PowerPoint slides for each chapter, and suggested answers to discussion questions.

Management problems are complex and rarely fixed with a single, universal solution. Particularly in healthcare organizations, management is fluid, and the "right" approach depends on a variety of ever-changing factors. Management of Healthcare Organizations: An Introduction provides an integrated, practical approach to management that is applicable to all kinds of healthcare organizations. The book prepares future managers and leaders to assess situations and develop solutions with confidence. Author Peter C. Olden combines extensive real-world management experience with academic expertise to explain fundamental management theories, concepts, methods, and tools and how to apply them in healthcare organizations. Adopting a student-centered approach, he uses a fresh, engaging style and clear organization of content supported by many exhibits, sidebars, and an appealing design. Although primarily intended for undergraduate students interested in managing healthcare organizations, this book is also a valuable resource for allied health majors and practicing healthcare managers. This edition has been updated extensively with three new case studies; current examples, exercises, and data; and new or expanded information on these and other topics: Population health and the continuum of care Strategic planning Horizontal process organizing Diversity and inclusion Obtaining and retaining staff Leading and motivating people Performance improvement, Six Sigma, and Lean Organizational change management methods Professionalism and emotional intelligence Each chapter begins with learning objectives and a real-world example based on an extended, contemporary case study that runs through the book and connects all the chapters. The book also features an end-of-chapter mini case study and seven integrative case studies. These cases enable students to use concepts and methods from multiple chapters to fully resolve a given management problem, reinforcing the chapters' concepts. Chapter summaries and discussion questions offer additional learning opportunities. The writing style and activities help students learn management as an integrated body of knowledge and tools they can use in their careers. Whether you are new to healthcare management or are looking to advance your career, Management of Healthcare Organizations teaches the fundamental principles and skills needed to successfully manage a healthcare organization.

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