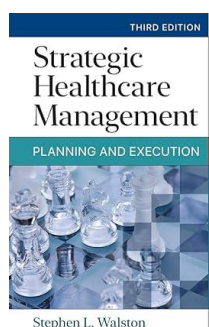


## BOOK REVIEW - STRATEGIC HEALTHCARE MANAGEMENT: PLANNING AND EXECUTION BY STEPHEN L. WALSTON

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Strategic health service management combines aspects of traditional management with an emphasis on long-term strategies and adaptation to dynamic changes in the health environment [1]. It aims to improve service quality, operational efficiency, and overall population health results [2, 3]. This is what was explored by Walston

(2023) in his book *Strategic Healthcare Management: Planning and Execution*, in the Third Edition.

Innovative steps and techniques in strategic health service management: (1) It is important to integrate strategic planning, implementation, and evaluation process into operational management. This ensures that the strategic plan is not only a static document but also becomes the basis for concrete actions and ongoing evaluation. (2) Health technology, such as diagnostic tools, information technology, and pharmacy, must be utilized effectively. This can include the development of radiologists, the integration of information technology into operations, or the application of sophisticated pharmaceutical systems. (3) Health organizations need to carry out a comprehensive restructuring to adopt a value-based service model centred on patients. This requires an innovative strategy to change the direction of the organization and overcome changes in the health service landscape. (4) Through case studies and learning, health service leaders can understand the strategic challenges that health organizations commonly face. This helps identify relevant strategic principles and navigate constant changes in the health service sector. (5) In dealing with the complexity of the health service environment, skilled strategic management is needed. This involves the ability

to design and implement innovative strategies and the flexibility to adjust to continuous changes.

The novelty of this book lies in its comprehensive and inclusive approach, integrating contemporary strategic theories with practical applications that are adapted to the rapidly changing healthcare environment. This not only includes traditional strategic theories and general strategic methods but also provides practical tools for leaders to make better strategic decisions, emphasizing the application of strategic principles to achieve mission benefits in healthcare organizations.

This book provides a comprehensive insight into strategic health service management consisting of seven sections (17 chapters) with clear, concise explanations and accompanied by examples or case study results that strengthen ideas or points of view. Part I provides a solid foundation for leaders to understand the diverse nature of strategic management and its critical role in guiding healthcare organizations through the challenges and opportunities they face (chapter 1). Part II highlights the importance of aligning an organization's strategy with its market structure and environment to maintain or enhance market power and strategic decision-making capabilities (chapter 2-chapter 5). Part III emphasizes the critical role of an organization's purpose, defined through its stakeholders, values, mission, and vision, in shaping strategic direction and ensuring consistency of actions with the organization's overall goals. This helps ensure that all strategic efforts taken by the organization are aligned with key objectives (chapter 6). Part IV emphasizes the need for a comprehensive understanding of an organization's position in its environment to develop and implement effective strategies. This understanding becomes the basis for

strategic planning, implementation, and achievement of the organization's mission and vision. (Chapters 7-10). Part V outlines the various plans an organization can use to achieve its mission and vision, emphasizing the importance of having a written plan to communicate strategic direction, schedule, and responsibilities. This plan includes a strategic plan, goals, project charter, marketing plan, and business plan. Each type of plan has a different purpose in guiding an organization to achieve its mission and vision. Strategic and marketing plans are developed to establish overall marketing direction and strategy, while business plans focus more on the organization's operational and financial blueprint (Chapters 11-and 12).

Part VI emphasizes that successful strategy implementation requires a combination of appropriate organizational structure, effective change management, strong leadership, and ongoing monitoring and evaluation of strategic efforts. This forms a solid foundation for effectively achieving the organization's vision and mission (Chapters 13- 15). Part VII emphasizes that monitoring strategic achievements is a crucial step in managing an organization effectively, ensuring alignment with goals and vision, and enabling the organization to learn and develop continuously (Chapter 16 and 17).

Some characteristics and strengths of this book include: (1) This book combines traditional strategic theories with general strategic methods and provides practical tools for analyzing the healthcare market. (2) The unique perspective of the author as CEO, educator, and consultant in the healthcare industry provides valuable insight into strategic theory and practical application. (3) This book is equipped with a series of instructor resources, such as test banks, PowerPoint slides, answers to study questions, guidelines for case studies, and transition guidelines to new editions. The existence of this resource increases the use of this book in academic arrangements, making it easier for lecturers to use the material in teaching. The target readers of this book are students (health and management), health service leaders, lecturers, professionals and anyone interested in increasing knowledge and skills related to strategic health service management.

## DISCLOSURE OF POTENTIAL CONFLICTS OF INTEREST

The author reports no conflicts of interest. The author alone is responsible for the content and writing of the paper.

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