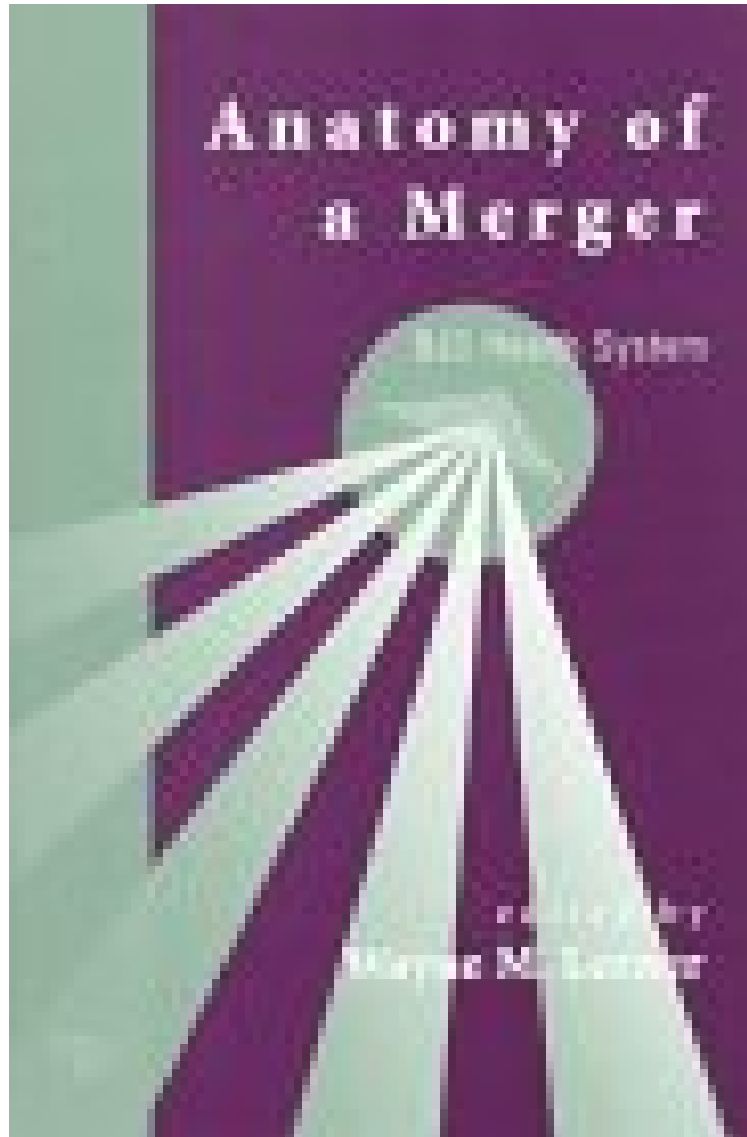


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## Anatomy of a Merger: Bjc Health System

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**From Brand: Health Administration Pr : Anatomy of a Merger: Bjc Health System** before purchasing it in order to gage whether or not it would be worth my time, and all praised Anatomy of a Merger: Bjc Health System:

By describing the formation of one of the country's largest integrated systems, this book serves as a useful model for healthcare executives involved in a merger or building an integrated delivery system. Each chapter addresses pre-

merger and post-merger status, discusses the transition, and highlights the problems faced and lessons learned. This book will help you: Prepare your organization for a merger Improve your strategic planning and leadership skills Avoid false starts and pitfalls Gain new academic and community-based perspectives

"Anatomy of a Merger addresses the most significant strategic and operational issues healthcare leaders face in creating integrated delivery systems, including clinical consolidation, physician integration, information management, and managed care contracting. Written with an emphasis on actions and measurable results, the experiences of this pioneering integrated delivery system are valuable for healthcare executives, students, researchers, and policymakers." -- Gordon M. Sprenger, CHE, Executive Officer, Allina Health System

"Anatomy of a Merger is a candid account of the rapid series of mergers that created one of the country's preeminent health systems. The book pulls no punches; alongside the system's many successful strategies are a number of pitfalls encountered. These hard lessons can help other systems shorten the learning curve as they work to establish high quality, well-coordinated, cost-effective care." -- Gail Warden, FACHE, Henry Ford Health System

"Anatomy of a Merger is a detailed dispatch from the front lines of merger battle in the healthcare industry. Written by people who actually participated in one of the largest mergers of recent years, the book provides a clear view of goals, strategies, tactics, personalities, and problems encountered in forming an effective integrated healthcare delivery system. This is a book for the executive who seeks practical solutions to the issues faced in building systems and for all who are students of our evolving healthcare industry." -- William H. Roach, Jr., Gardner, Carton, Douglas

"It is rare that anyone takes the time to document a healthcare merger while it is in process. Wayne Lerner, Fred Brown, and their colleagues provide candid and insightful lessons for all healthcare organizations considering closer relationships. The BJC experience will be of particular interest for those contemplating relationships with academic medical centers." -- Stephen M. Shortell, Ph.D., Northwestern University

**From the Author**The book was developed as a by-product of a 3-day self study exercise in which the organization engaged to create a "clinical laboratory setting" through which others in the field could study an organization in transition. Since many health care institutions were creating associations of various sorts- from nationally-linked proprietary systems to locally-based tax-exempt-partnerships, the establishment of BJC was unique in that it brought together community based providers with academic specialty and adult, acute care hospitals-all of which were financially strong- into one organization designed to provide a wide range of clinical and community services to a large population residing in urban, suburban and rural areas. Besides achieving the short term savings which would be obvious as similar organization amalgamate, the new structure would be well positioned for advances in the managed care market for either carve-out service packages or full capitation programs for a defined population. The book utilized operating executives as the primary authors. They reflected on the experiences they had in bringing together these five independent organizations. Their goal was to take advantage of the individual institutions' strengths while creating a strong central system. The book went further by having the executives write two pieces-one which was based on experiences soon after the mergers and then, another one, one year later. In this way, the reader gains the advantage of learning directly from those responsible just how difficult the challenges are in bringing together community-based organizations and how, in reflection, they could have managed the situation more effectively. The book should be of value to anyone interested in the changes taking place in the healthcare industry as well as those intrigued by how socially-based organizations try and reach an accommodation with one another as new relationships arise. Similarities to other industries going through the same types of consolidations are evident as are the management principles embedded in such changes. Students of human organizations, not just those in health care should find this of interest since so few books of this kind (written in the first person by those directly involved in the change strategies) have been published. It is hoped that this book will stimulate other practitioners to take the time to reflect on their organizations' actions, analyze the efficacy of their plans and utilize this knowledge to teach others the pathways to "make new mistakes" as organizations come together, not just the old ways.

**About the Author**Dr. Lerner, Vice President of Lash Group, Inc. provides consultative services in the firm's Provider and Purchaser Division, specializing in development, implementation, and evaluation of integrated delivery systems, corporate and clinical strategic planning, and health policy analysis. Most recently, Dr. Lerner was President of the Jewish Hospital of St. Louis and Senior Executive Officer within the BJC Health System. Dr. Lerner is Chairman of the American Hospital Association's Committee of Commissioners and, as such, a member of the Joint Commission on Accreditation of Healthcare Organization's Executive Committee and its Board of Commissioners. He is a Fellow of the American College of Healthcare Executives, and is a member of the Missouri Hospital Association's Board of Directors.