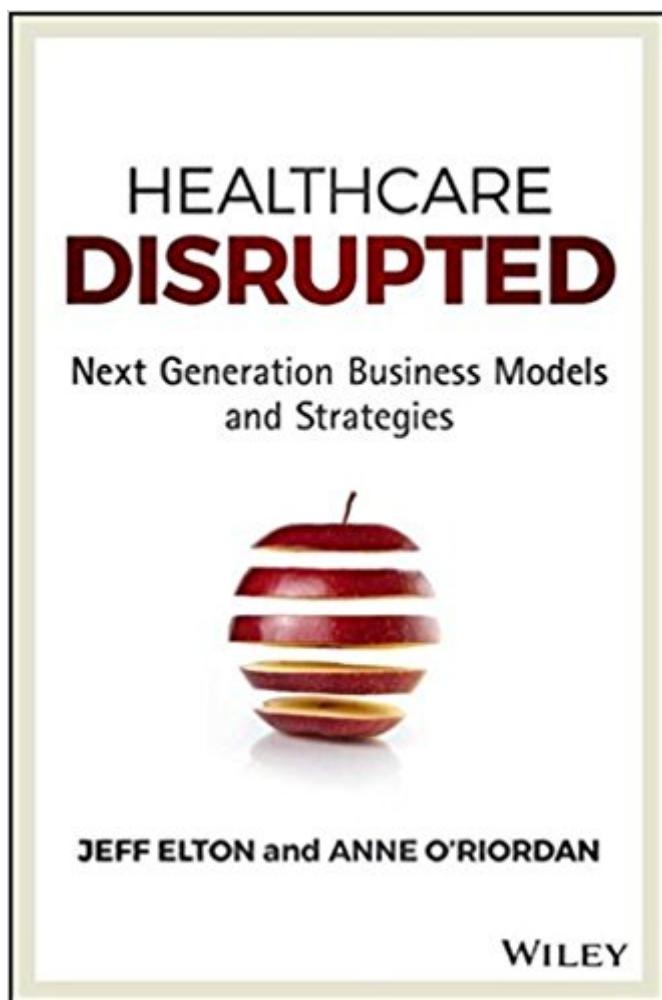


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# Healthcare Disrupted: Next Generation Business Models And Strategies



## Synopsis

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 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 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.

## **Book Information**

Hardcover: 288 pages

Publisher: Wiley; 1 edition (February 23, 2016)

Language: English

ISBN-10: 1119171881

ISBN-13: 978-1119171881

Product Dimensions: 6.2 x 1.3 x 9.1 inches

Shipping Weight: 13.6 ounces (View shipping rates and policies)

Average Customer Review: 4.3 out of 5 stars 15 customer reviews

Best Sellers Rank: #63,176 in Books (See Top 100 in Books) #23 in Books > Business & Money > Insurance > Health #197 in Books > Medical Books > Administration & Medicine Economics > Health Care Delivery

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The global healthcare industry is undergoing a profound and fundamental shift from rewarding volume of sales, procedures performed, and patients treated towards a focus on improving overall health, patient outcomes and value for the health system. *Healthcare Disrupted* is the much-needed, authoritative guide to the massive transformation taking place, how to prepare for what's to come, strategies of the new leaders, and our roles as individuals, executives, policy leaders, investors, innovators, entrepreneurs, and educators. Based on original research conducted by Accenture, this cutting-edge guide delves into the convergence of economic, social, and technological forces upending traditional business models and creating new ways of caring for patients. Performance- and value-focused business and operating models will win the day as the new standard for competitiveness, and *Healthcare Disrupted* is the critical road map for profitably navigating this new landscape. C-suite leadership, entrepreneurs, investors, and everyone involved in healthcare will gain valuable insight from the in-depth coverage on how health and healthcare will be redefined. *Healthcare Disrupted* defines the basis of new value-centric performance and business models, tracks the accelerated evolution of leaders from productcentric to value- and services-centric, and how the requirement for outcomes and value will impact all organizations' "care delivery, payers, services, technology, and life sciences" and how they

necessarily need to work together. Conveniently organized into three parts, this comprehensive resource first looks at how and why the healthcare industry is changing, then examines four front-running business models to succeed in the new landscape, and finally details how to build organizations fit to collaborate and compete in the redefined markets. Concrete, actionable advice supported with illuminating examples of how strategies play out in the real world show you: Why this confluence of changes will fundamentally shift the industry's focus from volume to value The critical questions a company needs to consider in order to gain influence and a competitive edge How to develop solid, progressive, and flexible strategies to effectively transform organizations for success What established, successful businesses in other industries are now finding lucrative in the healthcare market How to recruit the talent and develop the performance systems for the new value-focused organization Healthcare systems that reward value and patient outcomes can have tremendous benefit to the economic productivity and long-term performance of countries all over the world. Healthcare Disrupted ensures your company can adapt, stay relevant, and gainfully contribute to the new age of digital medicine.

**PRAISE FOR HEALTHCARE DISRUPTED** "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." <sup>151</sup>Bob Horvitz, Ph.D., David H. Koch Professor of Biology, MIT; Nobel Prize in Physiology or Medicine "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 an increasingly value-based healthcare system. Using a powerful mix of real world examples and unanswered questions, Elton and O<sup>39</sup>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 gain competitive advantage and lead?'" <sup>151</sup>David Epstein, Division Head, Novartis Pharmaceuticals "In the rough and tumble shakeout of the healthcare industry, the search for new business models and an understanding of emerging models is critical for patient outcomes to catch up with scientific progress. Elton and O<sup>39</sup>Riordan, in their new book, bring some great new insights into this arena that have broad implications for thinking about healthcare globally." <sup>151</sup>Trevor Mundell, M.D. and Ph.D., President of Global Health at the Bill & Melinda Gates Foundation "In a time of dizzying change across all fronts: from biology, to delivery, to the use of big data, Healthcare 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 re-invent the industry." &#151;Deborah Dunsire, M.D., President and CEO, FORUM Pharmaceuticals

When I got into managed care in 1989 there were two premises: 1. premium increases (then approaching \$100/month) were unsustainable. and, 2. healthcare purchasers should pay for value. Therefore, I was amazed but not surprised to see the premises of Elton's 2016 book: 1. premium increases are unsustainable, and 2. paying for value was coming. There was no discussion on the why's of these points from Elton but were asserted as universally accepted truths and a basis for change. There are practical challenges to the pay for value concept including the unscrupulous doctor who convince healthy people they need procedures will have the best outcomes. Elton does not delve into these dilemmas but touches on numerous topics at a high level and appeared to be a vehicle to sell consulting services. On the flip side the book was smoothly written and of some value.

If you work in healthcare or a related industry or are just interested in the understanding the "tsunami of change" that is coming, then this is a must-read! The book starts with the forces at play that are driving the change from the old business models to the new, drawing parallels with other industries that are further along similar transformations, and outlines the emerging business models enabled to a large extent by digital technologies. Two other major themes highlighted in the book are the focus on value and improved outcomes, and patient-centricity. The book closes by painting the picture of "a new age of healthcare", and the strategic questions that need to be addressed as a result. I loved the examples and parallels drawn throughout the book to expand upon the points made. I also like how the assertions are all very well supported by references and citations. One thing that would help the reader may be a summary of key takeaways at the end of each chapter, although the titles and headings do provide a good outline and structure. All in all, a fantastic read and highly recommended!

Game-changer: this book lays out the framework for how life sciences will shift to end-to-end patient care. Jeff and Anne put into words and provides a game plan for what healthcare leaders are struggling with today. I frequently refer to this book as I think through the future of patient, services and solutions with my clients.

Dense, but good.

Exactly as expected. fast Shipper

Great book for those interested in the health care industry

Has a good section on the digital movement in healthcare, but overall somewhat disappointed after reading from start to finish. Better suited for those that want an intro to the ideas that are relevant today in Healthcare, first few chapters are fairly good for that. Perhaps the purpose Healthcare Disrupted needs to be clarified, as it spends more time categorizing and creating frameworks than actually giving information. For example, the authors tell you the questions you should be asking - but I bought this book not looking for the questions, but some answers. I wanted opinions and insights, but this book only gives content anybody would agree on. Additionally, Healthcare Disrupted lacks focus as it tries to tie in biotech, pharma, generics, healthcare services, healthcare IT, and healthcare software startups into 4 categories ... when it might make sense to focus just on healthcare delivery rather than oversimplify the complex healthcare system into 4 buckets: value-creators, around-the-patient, lean innovators, digital startups (probably the strongest section). Not sure I agree with their all-encompassing approach- feel like a lot of content was sacrificed and the messaging was lost.

Jeff Elton demonstrates his incredible knowledge of the healthcare world in this book. Anyone who even has a vague interest in healthcare and its future should definitely read!

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