

APPENDIX A

STRATEGIC PLANNING INTERVIEW SCHEDULE

I'm interested in how and why hospitals and health systems do strategic planning.

Strategic Planning Process

1. What does strategic planning mean in this organization?
2. [If not addressed by previous question: How is the strategy of this organization developed? How would you describe the process?]
3. What is the time frame for strategic planning in this organization?
4. How important do you think strategic planning is for this organization? Does it work? How do you know if it works or not?
5. How many FTEs are devoted to strategic planning?
6. Is strategic planning distinct from marketing in this organization?
7. Does this system/hospital have a written long-term strategic plan? What is the time horizon of the plan?

If Yes:

- A. When was the plan completed?
- B. What was the process for developing the plan?
- C. Is the strategic planning process centralized or decentralized (i.e., for hospital leaders: how much latitude do you have in devising your own strategic plan versus receiving directions from corporate level)?
- D. Was the system/hospital governing board highly involved in the process?
- E. Did the system/hospital governing board approve it?
- F. How were clinicians involved in the process?
- G. Were consultants employed? At what approximate cost level?
- H. When will the plan next be revised?
- I. Do you expect any changes in the process for the next revision?

Strategy Content

8. What are the top strategic priorities of this organization? What do you worry most about for the future of this organization?
9. Do these strategic priorities change often? If they do change, do they change slowly and predictably, or suddenly and unpredictably? Do the forces influencing strategy change slowly and suddenly, predictably or unpredictably?
10. To what extent do you think healthcare organizations in this market area follow fads, versus developing strategy based on analysis?

End

11. What questions would you ask about strategic planning that I haven't asked? What are you curious about? Anything you think would be interesting and useful to learn?