

pharmacy and cafeteria. Additionally, each patient room features a workspace area for guests and is equipped with the GetWellNetwork™ which provides patients with an Internet connection, satellite television and access to patient educational materials.

Interestingly, about a year later, one of the larger hospitals in the area—St. Vincent Health—spent \$9 million to improve its orthopedic services by forming a 61-bed orthopedic center and to create “something that will be the best in the Midwest for orthopedic care.” Other area healthcare leaders were expected to respond to St. Vincent’s investment in orthopedics and increase the competition in this market (Murphy 2006).

Questions

1. What strategy perspectives did OrthoIndy employ in determining to build its own hospital?
2. Do you believe OrthoIndy’s strategic tactics worked? Why or why not?
3. Was the strategy congruent with OrthoIndy’s mission? Why or why not?
4. What effect do you think the new construction had on consumers?
5. Do you think that a specialty hospital such as Indiana Orthopaedic Hospital would increase or decrease the costs, quality, and availability of care for consumers?
6. How were the general hospitals near the specialty hospitals affected? Why did St. Vincent Health create its own orthopedic center?
7. How did OrthoIndy’s business model differ from those of other competitors?

5. The Struggle of a Safety Net Hospital

The costs of caring for uninsured and underinsured patients are shouldered by both public and private organizations but often fall primarily on older, publicly owned facilities. The cost pressures and demands for care often far exceed the budgets and resources of many public providers.

Wishard Health Services, located in Indianapolis, Indiana, is an example of a public provider that has struggled to position itself strategically to achieve its mission to care for the poor of Marion County. Its mission, vision, and values are as follows (Wishard Health Services 2013):

Our Mission

The mission of Wishard Health Services is to:

- Advocate
- Care