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### **The Dynamics of Strategic Change in Hospitals: Managed Care Strategies, Organization Design, and Performance**

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The organizational changes and performance consequences of California hospitals pursuing managed care strategies between 1986-87 and 1991-92 are examined. The results suggest that hospitals made substantive changes in their strategic orientations. The primary source of change, however, was prior levels of commitment. High commitment to managed care strategies in time 1 produced further commitments in time 2, and support a momentum model of strategic adaptation. The performance consequences of strategic change are a complex function of time, direct, and indirect influences.

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