

Syllabus

Course Overview

In this course, you will develop innovative solutions to strategic, tactical, and operational issues in managing health care systems through the combined use of information technology, organizational knowledge, talent management, and critical thinking. You will enhance leadership qualities that facilitate diverse high-performance teams and create comprehensive and usable data-driven action plans. Other course topics include organizational development, productivity management, and health care planning and marketing.

Course Format

This online course has 10 units and is taught over 10 weeks. Each course is 6 credit quarter hours. Over 10 weeks, your workload per unit equates to 12–18 hours weekly, and should total no more than 165 hours.

Each unit will include:

- Unit introduction.
- Unit learning activities:
 - Studies: Textbook readings, Internet articles, Capella University Library journal articles, and Capella multimedia.
 - Assignments: Four assignments spread over 10 units.
 - Discussion questions: One to two discussion questions in each unit.
 - **Note:** There will be one or two discussion questions each week based on the readings to engage the learner to start thinking about upcoming assignments. The discussions require a thorough and supported post from the learner.

Kaltura Activities

As part of this course, you are required to record an audio using Kaltura or similar software. Refer to [Using Kaltura \[PDF\]](#) for more information about this courseroom tool.

Note: If you require the use of assistive technology or alternative communication methods to participate in these activities, please contact DisabilityServices@Capella.edu to request accommodations.

SafeAssign Requirements

This course requires you to utilize the SafeAssign tool. The SafeAssign source matching tool is available via a link in the courseroom. SafeAssign supports the development of your skills in preparing written coursework—both discussions and assignments. Each submission generates a report to help ensure that you have used outside sources ethically and effectively. By submitting work to SafeAssign as drafts, you can make revisions before submitting final work for grading.

Visit [SafeAssign](#) on Campus to see more information and instructions for using SafeAssign.

Course Competencies

(Read Only)

To successfully complete this course, you will be expected to:

- 1 Apply theories and best practices in strategic leadership to drive improvements for health care systems.
- 2 Apply theories and best practices in human resource and workforce management to solve organizational issues in health care systems.
- 3 Analyze the components of high performance teams to enable the achievement of the departmental strategic vision.
- 4 Communicate in a manner that is scholarly, professional, and respectful of the diversity, dignity, and integrity of others and is consistent with health care professionals.

Course Prerequisites

There are no prerequisites for this course.

Syllabus >> Course Materials

Required

The materials listed below are required to complete the learning activities in this course.

Integrated Materials

Many of your required books are available via the VitalSource Bookshelf link in the courseroom, located in your Course Tools. Registered learners in a Resource Kit program can access these materials using the courseroom link on the Friday before the course start date. Some materials are available only in hard-copy format or by using an access code. For these materials, you will receive an email with further instructions for access. Visit the [Course Materials](#) page on Campus for more information.

Hardware

Capella University requires learners to meet certain minimum [computer requirements](#). The following hardware may go beyond those minimums and is required to complete learning activities in this course. Refer to the manufacturer's directions for installing and connecting the devices to your computer. Note: If you already have the following hardware, you do not need to purchase it.

Kaltura Hardware

External or built-in microphone

Library

The following required readings are provided in the Capella University Library or linked directly in this course. To find specific readings by journal or book title, use [Journal and Book Locator](#). Refer to the [Journal and Book Locator library guide](#) to learn how to use this tool.

- Badshah, S. (2012). [Historical study of leadership theories](#). *Journal of Strategic Human Resource Management*, 1(1), 49–59.
- Baker, D. P., Day, R., & Salas, E. (2006). [Teamwork as an essential component of high-reliability organizations](#). *Health Services Research*, 41(4, Part 2), 1576–1598.
- Beach, C. (2011). [Using social media to engage patients](#). *Healthcare Executive*, 26(3), 66–70.
- Binder, J. L., & Reeves, J. (2010). [Bridging the generation gap](#). *Marketing Health Services*, 30(2), 22–25.
- Brinegar, G. (2014). [Leadership vs. management: It's a balance](#). *Foodservice Equipment & Supplies*, 67(5), 24, 26.
- Chassin, M. R., & Loeb, J. M. (2013). [High-reliability health care: Getting there from here](#). *The Milbank Quarterly*, 91(3), 459–490.
- Cole, M. (2014). [Best practices for promoting healthcare through marketing](#). *Modern Healthcare*, 44(39), S010.
- DeFazio, S. M. (2016). [Future-proof your workforce](#). *Workforce Solutions Review*, 7(2), 40–43.
- Derven, M. (2013). [The competitive advantage of diverse perspective](#). *T + D*, 67(8), 44–48.
- Dinh, J. E., Lord, R. G., Gardner, W. L., Meuser, J. D., Liden, R. C., & Hu, J. (2014). [Leadership theory and research in the new millennium: Current theoretical trends and changing perspectives](#). *The Leadership Quarterly*, 25(1), 36–62.
- Fadairo, S. A., Williams, R., & Maggio, E. (2013). [Workforce planning and management](#). *Journal of Government Financial Management*, 62(4), 34–38.
- Fell, D. (2009). [The new era of connected healthcare](#). *Marketing Health Services*, 29(4), 17–19.
- Ginter, P. M., Duncan, W. J., & Swayne, L. E. (2018). [Strategic management of health care organizations \(8th ed.\)](#). Hoboken, NJ: Wiley.
- Hegwer, L. R. (2016). [Building high-performing, highly diverse teams and organizations](#). *Healthcare Executive*, 31(6), 10–19.
- Hill, S. D. (2012). [Leadership theories and studies](#). In *Encyclopedia of Management (7th ed.)* (pp. 556–560). Detroit, MI: Gale, Cengage.
- [Imagine all the people – as leaders: Too much emphasis on stars and heroes? \(2014\)](#). *Strategic Direction*, 30(5), 16–18.
- Kolbina, O. (2015). [SWOT analysis as a strategic planning tool for companies in the food industry](#). *Problems of Economic Transition*, 57(9), 74–83.
- Kolinger, J. (2016). [Visualizing, mapping, and analyzing to optimize workforce planning](#). *Workforce Solutions Review*, 7(2), 31–32.
- Kriger, M., & Zhovtobryukh, Y. (2013). [Rethinking strategic leadership: Stars, clans, teams and networks](#). *Journal of Strategy and Management*, 6(4), 411–432.
- Landis, E. A., Hill, D., & Harvey, M. R. (2014). [A synthesis of leadership theories and styles](#). *Journal of Management Policy and Practice*, 15(2), 97–100.
- Lim, W. M., & Ting, D. H. (2012). [Healthcare marketing: Contemporary salient issues and future research directions](#). *International Journal of Healthcare Management*, 5(1), 3–11.
- Lopes, M. A., Almeida, A. S., & Almada-Lobo, B. (2015). [Handling healthcare workforce planning with care: Where do we stand?](#) *Human Resources for Health*, 13, 38.
- Louch, P. (2014). [Workforce planning is essential to high-performing organizations](#). *Workforce Solutions Review*, 5(4), 4–7.
- Malewska, K., & Sajdak, M. (2014). [The intuitive manager and the concept of strategic leadership](#). *Management*, 18(2), 44–58.
- Maloş, R. (2012). [The most important leadership theories](#). *Annals of Eftimie Murgu University Resita, Fascicle II, Economic Studies*, 413–420.
- McAlearney, A. S., Garman, A. N., Song, P. H., McHugh, M., Robbins, J., & Harrison, M. I. (2011). [High-performance work systems in health care management, part 2: Qualitative evidence from five case studies](#). *Health Care Management Review*, 36(3), 214–226.
- Miloff, M., & Zachary, L. J. (2012). [Mentoring to develop strategic leaders](#). *T + D*, 66(4), 102–105.
- Miloff, M., & Zachary, L. J. (2012). [Strategic leaders](#). *Leadership Excellence*, 29(7), 10.
- Myrna, J. W. (2012). [A rolling stone gathers no moss: Prevent your strategic plan from stagnating](#). *Business Strategy Series*, 13(3), 136–142.
- Nienaber, H. (2010). [Conceptualisation of management and leadership](#). *Management Decision*, 48(5), 661–675.
- Ponti, M.-A. D., Germain, M. E., & Moulton, L. J. (2010). [Staffing budgets: Planning, executing and managing into the future](#). *Nursing Management (Springhouse)*, 41(9), 34–38.
- Porr, D. (2010). [Toward more inclusive leadership pedagogy: Expanding the management versus leadership comparison](#). *International Journal of Learning*, 17(5), 133–141.
- Powers, E. L. (2014). [Innovating our thinking about management: A new model](#). *SAM Advanced Management Journal*, 79(1), 40–47.
- Ramsay, O. (2015). [Assessing the landscape](#). *Quality Progress*, 48(6), 30–37.
- Rubenfire, A. (2015). [Advertising diversity: Healthcare organizations are including more LGBT imagery in marketing](#). *Modern Healthcare*, 44(45), 31.
- Schoemaker, P. H., Krupp, S., & Howland, S. (2013). [Strategic leadership: The essential skills](#). *Harvard Business Review*, 91(1/2) 131–134.
- Shulstad, R. A. (2009). [Perspectives on leadership and management](#). *Air & Space Power Journal*, 23(2), 11–18.
- Sidebottom, J. (2014). [10 ways to improve strategic planning](#). *Consulting - Specifying Engineer*.
- Simonet, D. V., & Tett, R. P. (2013). [Five perspectives on the leadership–management relationship: A competency-based evaluation and integration](#). *Journal of Leadership & Organizational Studies*, 20(2), 199–213.
- Sullivan, J. L., Rivard, P. E., Shin, M. H., & Rosen, A. K. (2016). [Applying the high reliability health care maturity model to assess hospital performance: A VA case study](#). *Joint Commission Journal on Quality & Patient Safety*, 42(9), 389–399.
- Tassabehji, R., & Isherwood, A. (2014). [Management use of strategic tools for innovating during turbulent times](#). *Strategic Change*, 23(1/2), 63–80.
- Tyssen, A. K., Wald, A., & Spieth, P. (2013). [Leadership in temporary organizations: A review of leadership theories and a research agenda](#). *Project Management Journal*, 44(6), 52–67.
- Verma, A. (2015). [Valuing diversity: Strategies and implications for organizational success](#). *Prestige International Journal of Management and Research*, 7(8(2)), 31–38.
- Volpp Sierra, J. C., & Banzato, C. R. (2016). [Implications of theory and research on strategic leadership: A critical review](#). *Revista Ibero-Americana De Estrategia*, 15(3), 119–131.

- Weaver, R. R. (2015). Seeking high reliability in primary care: Leadership, tools, and organization. *Health Care Management Review*, 40(3), 183–192.
- Wright, E., Fowler, D., & Moss, H. (2016). The one page strategic plan. *Supervision*, 77(2), 3–5.

External Resource

Please note that URLs change frequently. While the URLs were current when this course was designed, some may no longer be valid. If you cannot access a specific link, contact your instructor for an alternative URL. Permissions for the following links have been either granted or deemed appropriate for educational use at the time of course publication.

- American Hospital Association. (2013). Developing of effective health care workforce planning model [PDF]. Retrieved from <https://www.aha.org/system/files/2018-05/13wpmwhitepaperfinal.pdf>
- Chartered Global Management Accountant. (2013). Porter's five forces of competitive position analysis. Retrieved from: <https://www.cgma.org/resources/tools/essential-tools/porters-five-forces.html>
- U.S. Department of Health & Human Services (2018). Strategic plan FY 2018–2022. Retrieved from <https://www.hhs.gov/about/strategic-plan/index.html>
- Wiese, C., & Ricci, R. (2016). 10 characteristics of high-performing teams. Retrieved from http://www.huffingtonpost.com/carl-wiese/10-characteristics-of-hig_b_1536155.html

Suggested

The following materials are recommended to provide you with a better understanding of the topics in this course. These materials are not required to complete the course, but they are aligned to course activities and assessments and are highly recommended for your use.

Optional

The following optional materials are offered to provide you with a better understanding of the topics in this course. These materials are not required to complete the course.

Library

The following optional readings may be available in the Capella University Library. To find specific readings by journal or book title, use Journal and Book Locator. Refer to the Journal and Book Locator library guide to learn how to use this tool. If the full text is not available, you may be able to request a copy through the Interlibrary Loan service.

- Aten, K., & Thomas, G. F. (2016). Crowdsourcing strategizing: Communication technology affordances and communicative constitution of organizational strategy. *International Journal of Business Communication*, 53(2), 148–180.
- Croskey, M. D. (2013). The intersection of strategic planning and performance measurement. *Government Finance Review*, 29(6), 53–57.
- James, K., & Lahti, K. (2011). Organizational vision and system influences on employee inspiration and organizational performance. *Creativity & Innovation Management*, 20(2), 108–120.
- Jing, F. F., Avery, G. C., & Bergsteiner, H. (2014). Enhancing performance in small professional firms through vision communication and sharing. *Asia Pacific Journal of Management*, 31(2), 599–620.
- Kopaneva, I. M. (2015). Left in the dust: Employee constructions of mission and vision ownership. *International Journal of Business Communication*, 1–24.
- Kopaneva, I., & Sias, P. M. (2015). Lost in translation: Employee and organizational construction of mission and vision. *Management Communication Quarterly*, 29(3), 358–384.
- Kukkurained, M. L., Suominen, T., Rankinen, S., Harkonen, E., & Kuokkanen, L. (2012). Organizational vision: Experience at the unit level. *Journal of Nursing Management*, 20(7), 868–876.
- Sethi, A., & Adhikari, B. (2012). Impact of communicating 'vision' on organizational communication effectiveness. *International Journal of Marketing & Business Communication*, 1(3), 43–48.
- Slack, F. J., Orife, J. N., & Anderson, F. P. (2010). Effects of commitment to corporate vision on employee satisfaction with their organization: An empirical study in the United States. *International Journal of Management*, 27(3), 421–436, 579.
- Van Dyke, M. (2016). Leading in an era of value: 3 key strategies for success. *Healthcare Executive*, 31(6), 20–28.
- Williams, R. I., Morrell, D. L., & Mullane, J. V. (2014). Reinvigorating the mission statement through top management commitment. *Management Decision*, 52(3), 446.

Unit 1 >> Leadership Theory

Introduction

"Leadership wisdom is an essential component to being successful in a fast-paced, ever-changing, and highly complex health care environment" (Ledlow & Coppola, 2014, p. 4). In health care, leadership is essential and seen as the most important job of any health care professional (Ledlow & Coppola, 2014, p. 3). Studying and understanding the theoretical underpinnings of leadership is valuable for many reasons. Seeing that the health care industry differs from other industries, those who strive to function as leaders within it must be able to successfully navigate the complex, highly regulated, and scrutinized environment. To do so, one must appreciate leadership theory and the skill set required to be successful as a leader.

Reference

Ledlow, G. R., & Coppola, M. N. (2014). *Leadership for health professionals: Theories, skills, and applications* (2nd ed.). Burlington, MA: Jones & Bartlett Learning.

Learning Activities

u01s1 - Studies

Readings

Use the Capella University Library to read the following:

- Badshah, S. (2012). Historical study of leadership theories. *Journal of Strategic Human Resource Management*, 1(1), 49–59.
- Landis, E. A., Hill, D., & Harvey, M. R. (2014). A synthesis of leadership theories and styles. *Journal of Management Policy and Practice*, 15(2), 97–100.
- Hill, S. D. (2012). Leadership theories and studies. In *Encyclopedia of Management* (7th ed.) (pp. 556–560). Detroit, MI: Gale, Cengage.
- Maloş, R. (2012). The most important leadership theories. *Annals of Eftimie Murgu University Resita, Fascicle II, Economic Studies*, 413–420.
- Powers, E. L. (2014). Innovating our thinking about management: A new model. *SAM Advanced Management Journal*, 79(1), 40–47.
- Shulstad, R. A. (2009). Perspectives on leadership and management. *Air & Space Power Journal*, 23(2), 11–18.
- Simonet, D. V., & Tett, R. P. (2013). Five perspectives on the leadership–management relationship: A competency-based evaluation and integration. *Journal of Leadership & Organizational Studies*, 20(2), 199–213.
- Tyssen, A. K., Wald, A., & Spieth, P. (2013). Leadership in temporary organizations: A review of leadership theories and a research agenda. *Project Management Journal*, 44(6), 52–67.
- Nienaber, H. (2010). Conceptualisation of management and leadership. *Management Decision*, 48(5), 661–675.
- Porr, D. (2010). Toward more inclusive leadership pedagogy: Expanding the management versus leadership comparison. *International Journal of Learning*, 17(5), 133–141.
- Brinegar, G. (2014). Leadership vs. management: It's a balance. *Foodservice Equipment & Supplies*, 67(5), 24, 26.

u01s1 - Learning Components

- Identify characteristics of leadership theories and models.

u01d1 - Leadership Theory

While leadership can be traced back to ancient times, leadership theory and research are modern subjects. Recognizing the valuable traits of various leadership theories and how these theories have built upon one another over time will aid you as an early careerist in developing your own leadership style. The goal of this discussion is to identify leadership theories, how they are applied given a specific situation, and under what condition the theory would be utilized.

For this discussion, research leadership theories, such as situational, contingency, transformational, etcetera. Select two and then respond to the following:

- Describe each theory you selected.
- Identify two situations in health care and discuss how the theories would be beneficial if applied.
- Compare and contrast the theories you selected to highlight similarities and differences of each.

Response Guidelines

Refer to the Faculty Expectations Message for discussion response guidelines. Provide substantive comments and critiques on the posts of your peers, comparing their perspectives to yours. Ask any questions that will help you better understand their perspectives. Use the correct APA format, including in-text citations and associated references to support your statements.

Course Resources

[Undergraduate Discussion Participation Scoring Guide](#)

[Leadership Theory and Research in the New Millennium: Current Theoretical Trends and Changing Perspectives](#)

[Historical Study of Leadership Theories](#)

[Capella University Library](#)

[The Most Important Leadership Theories](#)

[Leadership Theories and Studies](#)

[A Synthesis of Leadership Theories and Styles](#)

[APA Style and Format](#)

u01d1 - Learning Components

- Describe leadership theories.

u01d2 - Leadership Versus Management

Whether individuals are born to be leaders or if leaders can be developed remains a topic of debate. Individuals often struggle with the transition from a follower to a leader as they encounter many challenges and lack awareness of leadership best practices and leadership competencies.

For this discussion, research leadership best practices and leadership competencies and respond to the following:

- Compare and contrast leadership and management.
- Identify and describe three management techniques.
- Identify and describe three leadership competencies.
- Finally, identify a health care situation and describe the manager's role versus the leader's role, such as manager will be involved in the daily task while the leader will set the direction.

Response Guidelines

Refer to the Faculty Expectations Message for discussion response guidelines. Provide substantive comments and critiques on the posts of your peers, comparing their perspectives to yours. Ask any questions that will help you better understand their perspectives. Use the correct APA format, including in-text citations and associated references to support your statements.

Course Resources

[Undergraduate Discussion Participation Scoring Guide](#)

[Leadership vs. Management: It's a Balance](#)

[Perspectives on Leadership and Management](#)

[Capella University Library](#)

[Conceptualisation of Management and Leadership](#)

[APA Style and Format](#)

[Toward More Inclusive Leadership Pedagogy: Expanding the Management versus Leadership Comparison](#)

[Five Perspectives on the Leadership-Management Relationship: A Competency-Based Evaluation and Integration](#)

Innovating Our Thinking about Management: A New Model

u01d2 - Learning Components

- Examine the similarities and differences between leadership and management within the context of the health care industry.
- Explain application of leadership theories.

Unit 2 >> Strategic Leadership

Introduction

Given the urgent and immediate needs of the health care industry, leaders expend a large amount of time and energy on making immediate decisions. As a result, leaders have less time available to think and plan for the future of the organization. Strategic leadership requires leaders to proactively plan for the future of the organization, develop a strategy to move the organization forward, and communicate the strategy to stakeholders (Rubino, Esparza, & Chassiakos, 2014). Strategic leadership calls for full organizational participation, as all staff must be engaged and aligned with the organization, understand how their role impacts the future of the organization, and committed to the mission and vision of the organization.

Reference

Rubino, L. G., Esparza, S. J., & Chassiakos, Y. S. (2014). *New leadership for today's health care professionals: Concepts and cases*. Burlington, MA: Jones & Bartlett Learning.

Learning Activities

u02s1 - Studies

Readings

Use the Capella University Library to read the following:

- Kriger, M., & Zhovtobryukh, Y. (2013). Rethinking strategic leadership: Stars, clans, teams and networks. *Journal of Strategy and Management*, 6(4), 411–432.
- Imagine all the people—as leaders: Too much emphasis on stars and heroes? (2014). *Strategic Direction*, 30(5), 16–18.
- Malewska, K., & Sajdak, M. (2014). The intuitive manager and the concept of strategic leadership. *Management*, 18(2), 44–58.
- Miloff, M., & Zachary, L. J. (2012). Mentoring to develop strategic leaders. *T + D*, 66(4), 102–105.
- Miloff, M., & Zachary, L. J. (2012). Strategic leaders. *Leadership Excellence*, 29(7), 10.
- Schoemaker, P. H., Krupp, S., & Howland, S. (2013). Strategic leadership: The essential skills. *Harvard Business Review*, 91(1/2) 131–134.
- Volpp Sierra, J. C., & Banzato, C. R. (2016). Implications of theory and research on strategic leadership: A critical review. *Revista Ibero-Americana De Estratègia*, 15(3), 119–131.

u02s1 - Learning Components

- Identify components of strategic planning.

u02s2 - Strategic Planning and Leadership Assignment Preparation

In the next unit, you will complete the first assignment for this course in which you will develop a PowerPoint presentation and an audio to examine the strategic planning process. If you have not already started work on the assignment, begin now by researching relevant topics. Review the assignment description and the scoring guide to learn more about the assignment expectations. You will want to research strategic planning, strategic leadership, mission and vision, and stakeholders.

Using Kaltura

In preparation for Unit 3 assignment, complete the following:

- If you have not already done so, set up and test your microphone or recording device, using the installation instructions provided by the manufacturer.

- Practice using the recording device to ensure the audio quality is sufficient.
- Refer to the [Using Kaltura \[PDF\]](#) tutorial for directions on recording and uploading your presentation in the courseroom.

Note: If you require the use of assistive technology or alternative communication methods to participate in this activity, please contact DisabilityServices@Capella.edu to request accommodations.

Course Resources

[APA Style and Format](#)

[Capella University Library](#)

[Capella Writing Center](#)

[How Do I Find Peer-Reviewed Articles?](#)

[Guidelines for Effective PowerPoint Presentations \[PPTX\]](#)

u02s2 - Learning Components

- Identify relevant aspects of strategic planning within an organization.

u02d1 - Strategic Leadership

Essential to strategic planning, strategic leadership requires various elements allowing the leader to think of the organization from a system perspective. Unlike the previous leadership theories discussed in the previous unit, strategic leadership demands the leader to have a broad perspective of the organization considering both internal and external influences. For this discussion, research strategic leadership and respond to the following:

- What is strategic leadership?
- What are the key components of this leadership style?
- How does the strategic leadership style differ from the leadership styles presented in the previous unit?
- What are the implications for the organization if strategic leadership does not exist?
- Finally, compare and contrast strategic leadership to one of the leadership theories you selected to discuss in Unit 1.

Response Guidelines

Refer to the Faculty Expectations Message for discussion response guidelines. Provide substantive comments and critiques on the posts of your peers, comparing their perspectives to yours. Ask any questions that will help you better understand their perspectives. Use the correct APA format, including in-text citations and associated references to support your statements.

Course Resources

[Undergraduate Discussion Participation Scoring Guide](#)

[Rethinking Strategic Leadership: Stars, Clans, Teams and Networks](#)

[Implications of Theory and Research on Strategic Leadership: A Critical Review](#)

[Mentoring to Develop Strategic Leaders](#)

[The Intuitive Manager and the Concept of Strategic Leadership](#)

[Capella University Library](#)

[APA Style and Format](#)

[Strategic Leadership: The Essential Skills](#)

[Strategic Leaders](#)

Imagine All the People – As Leaders: Too Much Emphasis on Stars and Heroes?

u02d1 - Learning Components

- Explain strategic leadership.
- Identify key differences between strategic leadership and other leadership theories.

u02d2 - Leadership Roles and Responsibilities

Leadership positions, roles, and responsibilities differ within the organization. For this discussion, select a role from the list included and respond to the following:

- Who are the individuals who normally hold this role?
- What specific function does the role serve? Potential functions include oversight, setting the direction for the organization, monitoring daily tasks, setting the vision, etcetera.
- Compare and contrast the role you selected against the role of a frontline staff member.

Potential leadership roles include:

- Board of directors.
- Chief executive officer.
- Vice president.
- Director.

Response Guidelines

Refer to the Faculty Expectations Message for discussion response guidelines. Provide substantive comments and critiques on the posts of your peers, comparing their perspectives to yours. Ask any questions that will help you better understand their perspectives. Use the correct APA format, including in-text citations and associated references to support your statements.

Course Resources

[Undergraduate Discussion Participation Scoring Guide](#)

[Capella University Library](#)

[Rethinking Strategic Leadership: Stars, Clans, Teams and Networks](#)

[APA Style and Format](#)

u02d2 - Learning Components

- Identify the roles and responsibilities of stakeholders within an organization.

Unit 3 >> Strategic Planning

Introduction

Planning is a core competency that all leaders possess and is utilized at all levels within the organization. Strategic planning attempts to identify the best future state for the organization and devises strategies to reach that state (Ledlow & Coppola, 2014). While the focus is on the external customer, such as meeting demands and needs, responding to the market, etcetera, the internal operations and stakeholders play a vital role in how well the organization is able to achieve future success (Ledlow & Coppola, 2014; White, 2012). Guided by mission, vision, and values, every organization must first determine what they want to accomplish in the future (White, 2012). Strategy for the organization is generally performed at the level of governing body and senior leaders, with input from others, while managers determine the means to accomplish the established goals (Longest & Darr, 2014). Three distinctive attributes of strategic planning include futuristic, decision making, and dynamic and continuous (Longest & Darr, 2014). The foundation established during this unit will be built upon next unit as you discuss operational considerations for strategic planning, followed by Unit 5, where you will learn and apply tools used in strategic planning.

References

- Ledlow, G. R., & Coppola, M. N. (2014). *Leadership for health professionals: Theories, skills, and applications* (2nd ed.). Burlington, MA: Jones & Bartlett Learning.
- Longest, B. B., & Darr, K. (2014). *Managing health services organizations and systems* (6th ed.). Baltimore, MD: Health Professions Press.
- White, S. V. (2012). *Essential resources for the healthcare quality professional: Quality and performance improvement*. Glenview IL: National Association for Health Care Quality.

Learning Activities

u03s1 - Studies

Readings

Use the Capella University Library to complete the following:

- Ginter, P. M., Duncan, W. J., & Swayne, L. E. (2018). *Strategic management of health care organizations (8th ed.)*. Hoboken, NJ: Wiley.
 - Read Chapter 1, "The Nature of Strategic Management," pages 1–32.
- Myrna, J. W. (2012). *A rolling stone gathers no moss: Prevent your strategic plan from stagnating*. *Business Strategy Series*, 13(3), 136–142.
- Sidebottom, J. (2014). *10 ways to improve strategic planning*. *Consulting - Specifying Engineer*.
- Wright, E., Fowler, D., & Moss, H. (2016). *The one page strategic plan*. *Supervision*, 77(2), 3–5.

Use the Internet to read the following:

- U.S. Department of Health & Human Services (2018). *Strategic plan FY 2018–2022*. Retrieved from <https://www.hhs.gov/about/strategic-plan/index.html>

Multimedia

Complete the following Capella multimedia presentations:

- [Key Elements of Operational and Strategic Planning](#).
- [Strategic Plan Pie Chart](#).
- [Components of Strategic Leadership and Planning](#).

u03s1 - Learning Components

- Identify importance of strategic planning.
- Identify strategies for effectively applying strategic planning concepts.

u03a1 - Strategic Planning and Leadership

Preparation

For this assignment, you will be putting together a PowerPoint presentation within the context of a local health care organization. To prepare for this assignment, you will need to complete the following:

- Identify a local health care organization of interest to you (this can be your current place of practice).
- Research the mission and vision of your chosen organization.
- Research key stakeholders within your chosen organization, as well as external community stakeholders if relevant.

Additionally, you will be required to record an audio for your presentation. You may find it useful to review the resources on PowerPoint and Kaltura linked below.

You may use a different program or piece of technology, provided you can still create a presentation with visuals and recorded audio. You may wish to check with your instructor before attempting to use a different program or piece of technology.

Note: As a professional best practice, and to make your presentation as accessible as possible, be prepared to include a text alternative for your recorded audio by providing a brief transcript or detailed notes with your presentation. (This practice is also helpful to ensure that you are recording the words that you wish to say.) Your notes or transcript can be included in the notes area of your presentation.

Instructions

For this assignment, assume you are the strategic analyst at your local community health care organization. The organizational leadership will soon be updating its strategic plan and would like the input of all department heads. The first step is to educate the department heads on strategic planning. The director of strategic planning has asked you to create an overview of strategic planning in health care to help the department heads better understand the process. You have to develop a PowerPoint presentation to be shown in the next department head meeting. The goal for the presentation is to provide a refresher to those who are familiar with strategic planning and the process, while providing others who are newer to the process with an overview of the process and its importance for the future of the organization.

When assembling your presentation, make an effort to construct your PowerPoint presentation in such a way (for example, using bullet points) that it highlights the key ideas and themes for each slide. The details and depth of your presentation should come from the notes section for each slide, which should reflect what you are saying in the recorded audio.

You may organize your PowerPoint in any way that will effectively cover the scoring guide criteria:

- Explain the importance of strategic planning within the context of an organization.
- Compare and contrast strategic leadership against other leadership models.
- Identify key components of strategic planning.
- Describe the role of stakeholders in strategic planning.
- Explain the role and importance of the organization's mission and vision in strategic planning.
- Communicate presentation in a compelling and persuasive manner that encourages buy-in from the audience.
- Demonstrate effective communication through writing and proper use of APA style.
- Communicate in a professional and effective manner by writing content clearly and logically, with correct use of grammar, punctuation, and spelling.

One suggested way to organize your presentation is:

- Title of the presentation (1 slide).
- Overview and definition of strategic planning specific to health care (2–3 slides).
- Theories and best practices in health care strategy that drive quality and improvement for health care organizations (3–4 slides).
- Role of leadership, strategic leadership, and differences between the two (1–2 slides).
- Phases and components of strategic planning (1–2 slides).
- An overview of key stakeholders (1–2 slides).
- How strategy aligns with the mission and vision of the health care organization (1–2 slides).
- Reference slide formatted using APA format.

Submission Requirements

- **Structure:** Include a title slide and reference slide.
- **Length:** 10–16 slides.
- **Duration of audio recording:** 10–15 minutes.
- **References:** At least three current scholarly or professional resources.
- **Format:** Use the current APA style and format for reference slide and in-text citations only.
- **Font:** Use a font that is consistent with the expectations of your organization, for example, Times New Roman, Arial, or Calibri.

Course Resources

[APA Style Paper Template \[DOCX\]](#)

[APA Style Paper Tutorial \[DOCX\]](#)

[Guidelines for Effective PowerPoint Presentations \[PPTX\]](#)

[APA Style and Format](#)

[Capella Writing Center](#)

[Strategic Plan Pie Chart | Transcript](#)

[Key Elements of Operational and Strategic Planning | Transcript](#)

[10 Ways to Improve Strategic Planning](#)

[Capella University Library](#)

[Using Kaltura \[PDF\]](#)

u03d1 - Key Components and Stakeholders in Strategic Planning

For this discussion, imagine the following scenario:

You have recently assumed the role as strategic analyst for a 300-bed metropolitan hospital. To be successful in this role, you must understand the various components of strategic planning. To do so, leadership must know who the organizational stakeholders are. For your initial response to this discussion, research and identify the importance and use of the following:

- Provide a description of the internal and external stakeholders.
- Describe these components strategic planning:
 - Planning.
 - Decision making.
 - Mission, vision, and values.
- Finally, describe the implications of the strategic planning components on meeting the needs of the stakeholders.

Response Guidelines

Refer to the Faculty Expectations Message for discussion response guidelines. Provide substantive comments and critiques on the posts of your peers, comparing their perspectives to yours. Ask any questions that will help you better understand their perspectives. Use the correct APA format, including in-text citations and associated references to support your statements.

Course Resources

[Undergraduate Discussion Participation Scoring Guide](#)

[APA Style and Format](#)

[Capella University Library](#)

[Key Elements of Operational and Strategic Planning | Transcript](#)

[10 Ways to Improve Strategic Planning](#)

u03d1 - Learning Components

- Identify a mission and vision of an organization.
- Identify how strategic planning can impact an organization.

Unit 4 >> Operational Considerations in Strategic Planning

Introduction

Success in strategic planning requires an understanding of the organization, the environment in which it operates, its resources, competitors, vision and mission, and its capabilities on a day-to-day basis. How does one gain this understanding? Strategic thinkers evaluate changing environments, analyze data, question expectations, and develop new ideas (Ginter, Duncan, & Swayne). Understanding and analyzing the situation requires analyzing the environments in which the organization exists and developing or refining the organization's strategy (Ginter, Duncan, & Swayne). Various techniques and analyses are conducted to identify these important considerations.

Reference

Ginter, P. M., Duncan, W. J., & Swayne, L. E. (2018). *Strategic management of health care organizations* (8th ed.). Hoboken, NJ: Wiley.

Learning Activities

u04s1 - Studies

Readings

Use the Capella University Library to complete the following:

- Ginter, P. M., Duncan, W. J., & Swayne, L. E. (2018). *Strategic management of health care organizations (8th ed.)*. Hoboken, NJ: Wiley.
 - Read Chapter 2, "Understanding and Analyzing the General Environment and the Health Care Environment," pages 37–75.
 - Read Chapter 10, "Communicating the Strategy and Developing Action Plans," pages 401–427.
- Kolbina, O. (2015). *SWOT analysis as a strategic planning tool for companies in the food industry*. *Problems of Economic Transition*, 57(9), 74–83.
- Ramsay, O. (2015). *Assessing the landscape*. *Quality Progress*, 48(6), 30–37.

Optional – Readings

Use the Capella University Library to complete the following:

- Croskey, M. D. (2013). The intersection of strategic planning and performance measurement. *Government Finance Review*, 29(6), 53–57.
- Aten, K., & Thomas, G. F. (2016). Crowdsourcing strategizing: Communication technology affordances and communicative constitution of organizational strategy. *International Journal of Business Communication*, 53(2), 148–180.
- Jing, F. F., Avery, G. C., & Bergsteiner, H. (2014). Enhancing performance in small professional firms through vision communication and sharing. *Asia Pacific Journal of Management*, 31(2), 599–620.

u04s1 - Learning Components

- Identify models and tools for analyzing an organization.
- Identify communication strategies for organizational initiatives.
- Identify models and tools for analyzing the environment.

u04s2 - Vila Health Challenge Preparation

Vila Health is a virtual environment that simulates a real-world health care system. In the various Vila Health scenarios, you will apply professional strategies, practice skills, and build competencies that you can apply to your coursework and in your career.

During this unit, complete the Vila Health: Strategic Analysis and Operational Considerations challenge. You will use the information you gather in this scenario to complete upcoming coursework.

In the next unit, you will complete the second assignment for this course, in which you will write 3–5 pages that examine the strategic approaches to leadership within a health care organization. If you have not already started work on the assignment, begin now by researching relevant topics. Review the assignment description and the scoring guide to learn more about the assignment expectations. You will want to research strategic planning, Porter's five forces model, environmental scanning, and strategic frameworks.

- Click **Vila Health: Strategic Analysis and Operational Considerations** to complete this multimedia challenge.

Course Resources

[Capella University Library](#)

[APA Style and Format](#)

[How Do I Find Peer-Reviewed Articles?](#)

[Capella Writing Center](#)

Vila Health: Strategic Analysis and Operational Considerations

u04s2 - Learning Components

- Prepare to complete assignment preparation using a media simulation.

u04d1 - Situational Analysis, Internal and External Environments

As indicated in the introduction to this unit, the strategic planning process requires knowledge of the environment in which the organization operates. A common approach to obtaining this information is through the application of a situational analysis.

For your initial response to this discussion, research situational analysis and respond to the following:

- What is situational analysis?
- Provide a description of what an external environmental analysis is and provide an example of information one would obtain as a result of this analysis.
- Provide a description of what an internal environmental analysis is and provide an example of information one would obtain as a result of this analysis.

Finally, identify the implications of failing to conduct either an internal or external environmental analysis.

Response Guidelines

Refer to the Faculty Expectations Message for discussion response guidelines. Provide substantive comments and critiques on the posts of your peers, comparing their perspectives to yours. Ask any questions that will help you better understand their perspectives. Use the correct APA format, including in-text citations and associated references to support your statements.

Course Resources

[Undergraduate Discussion Participation Scoring Guide](#)

[APA Style and Format](#)

[Capella University Library](#)

u04d1 - Learning Components

- Describe situational analysis.
- Describe internal environmental analysis.
- Describe external environmental analysis.

u04d2 - Communication as a Strategy

Communication of the strategic plan for the organization is just as important as creating the plan. Key foundations of the plan include the organization's mission and vision statement, as they outline why the organization exists and what they plan to do in the future. Understanding that the mission sets the direction for the organization while the vision helps to steer it requires consistent and accurate communication of these statements to consumers, staff, and stakeholders. For your initial response to this discussion, review the mission and vision presented and respond to the questions that follow.

Mission: Valley Pediatrics will deliver excellence in pediatric care through high-quality patient care, research, education, and innovation to all patients regardless of their ability to pay. Our excellence will be demonstrated in clinical outcomes, patient experience, and clinical efficiency.

Vision: Valley Pediatrics will be the leading provider and trusted source for pediatric care for the Valley region.

- Where should the organization post or publicize these statements for consumer awareness?
- How should these statements be communicated to the staff?
- How does the organization communicate these statements to various stakeholder groups?

Finally, discuss the importance of gauging how well the organization is successfully achieving their mission and vision.

Response Guidelines

Refer to the Faculty Expectations Message for discussion response guidelines. Provide substantive comments and critiques on the posts of your peers, comparing their perspectives to yours. Ask any questions that will help you better understand their perspectives. Use the correct APA format, including in-text citations and associated references to support your statements.

Course Resources

Undergraduate Discussion Participation Scoring Guide

APA Style and Format

u04d2 - Learning Components

- Describe the importance of organizations evaluation achievement of mission and vision.
- Identify potential communication strategies for mission and vision statements.

Unit 5 >> Tools in Strategic Planning

Introduction

Engaging in the strategic planning process requires leaders to be aware of their organizations internal operations as well as the external environment in which it operates. Various tools exist to aid organizations in the strategic planning process. The strength, weaknesses, opportunities, and threats analysis (SWOT) is a common tool utilized to conduct an environmental analysis. An additional tool is that of Porter's five forces model. This framework is utilized to examine the competition the organization faces in the environment in which they operate (Healey & Marchese, 2012). Other tools include mind maps and balanced scorecards. Data obtained via these analysis and examinations will guide the organization in determining what it wants to do and what it is capable of doing (White, 2012).

References

Healey, B. J., & Marchese, M. C. (2012). *Foundations of health care management: Principles and methods*. San Francisco, CA: Jossey-Bass.

White, S. V. (2012). *Essential resources for the healthcare quality professional: Quality and performance improvement*. Glenview, IL: National Association for Health Care Quality.

Learning Activities

u05s1 - Studies

Readings

Use the Capella University Library to complete the following:

- Ginter, P. M., Duncan, W. J., & Swayne, L. E. (2018). *Strategic management of health care organizations (8th ed.)*. Hoboken, NJ: Wiley.
 - Chapter 3, "Service Area Competitor Analysis," pages 79–117.
 - Chapter 4, "Internal Environmental Analysis and Competitive Advantage," page 121–159.
- Tassabehji, R., & Isherwood, A. (2014). Management use of strategic tools for innovating during turbulent times. *Strategic Change*, 23(1/2), 63–80.

u05s1 - Learning Components

- Identify models and tools for internal environmental analysis.
- Identify models and tools for service area competitor analysis.
- Identify strategic tools to help innovation.

u05a1 - Vila Health: Strategic Analysis and Operational Considerations

Preparation

This assignment is based around the Vila Health: Strategic Analysis and Operational Considerations media simulation. Be sure you have completed this activity before completing this assignment.

You may also find it useful to research on strategic planning, Porter's five forces model, environmental scanning, and strategic frameworks beyond the resources provided.

Instructions

In addition to the scenario presented in the Vila Health: Strategic Analysis and Operational, incorporate the following change in the organization's environment when creating your analysis for this assignment:

- A new for-profit 50-bed acute care hospital is slated to open in the next eight months, offering a full complement of services.

The goal of this assignment is to create a succinct and thorough analysis of the internal and external environment for St. Anthony Medical Center. This report should help stakeholders understand the importance of understanding the environment in which the organization operates. Additionally, it should clearly lay out an analysis of the internal and external environments and apply one or more strategic frameworks to analyze the environment and raise operational considerations.

This assignment has two distinct parts:

- **Part 1:** Understanding the Environment.
- **Part 2:** Organizational Analysis.

When completing your assignment, read the instructions carefully to make sure you are addressing all the scoring guide criteria.

Part 1: Understanding the Environment

Relevant Scoring Guide Criteria:

- Analyze the impact and importance of understanding competition within the health industry as it applies to strategic planning.
- Demonstrate effective communication through writing and proper use of APA style.
- Communicate in a professional and effective manner, writing content clearly and logically, with the correct use of grammar, punctuation, and spelling.

For this part of your assignment, the focus should be on providing a brief analysis of the ways in which competition within the health care industry affects strategic planning and should be incorporated into strategic planning. As a part of your analysis, you should consider the types of evidence and analysis that would be compelling to the stakeholders at St. Anthony Medical Center to ensure that they are onboard and understand the importance at considering the competition in the environment when undertaking strategic planning. This relates to both internal and external factors.

As you create this part of your assignment, it may be helpful to think about these following areas and aspects of an organization that compete for time, attention, and resources:

- External competition.
- Staffing.
- Stakeholders.
- Organizational Capacity.

Part 2: Organizational Analysis

Relevant Scoring Guide Criteria:

- Analyze the internal, general, and external environment within which an organization operates.
- Examine strategic frameworks of health care organizations.
- Discuss implications for the organization's future if strategic frameworks are not utilized.
- Demonstrate effective communication through writing and proper use of APA style.
- Communicate in a professional and effective manner, writing content clearly and logically, with the correct use of grammar, punctuation, and spelling.

For the second part of your assignment, you will present an environmental analysis for the organization. Additionally, you will discuss one or more strategic frameworks (for example, a SWOT analysis) and apply it to the scenario presented in the media simulation. Finally, you will create a compelling argument as to the need for utilizing a strategic framework and the potential implications for the organization's future if nothing is employed.

It may be useful to apply Porter's Five Forces of Competitive Position Analysis when conducting and communicating your analysis.

Submission Requirements

- **Structure:** Include a title page, table of contents, and reference page.
- **Length:** 5–7 pages.
- **References:** Cite at least three current scholarly or professional resources.
- **Format:** Use APA style for references and citations.
- **Font:** Times New Roman font, 12 point, double-spaced.

Course Resources

[APA Style Paper Template \[DOCX\]](#)

[APA Style Paper Tutorial \[DOCX\]](#)

[Porter's Five Forces of Competitive Position Analysis](#)

[Vila Health: Strategic Analysis and Operational Considerations](#) | Transcript

[APA Style and Format](#)

[Capella University Library](#)

[Capella Writing Center](#)

[How Do I Find Peer-Reviewed Articles?](#)

u05d1 - Strengths, Weaknesses, Opportunities, Threats, and Competition

After you have reviewed Vila Health: Strategic Analysis and Operational Considerations, address the following in your discussion response:

- What is the Strengths, Weaknesses, Opportunities, and Threats (SWOT) model?
 - What information does each component of the model seek to obtain?
- What is Porter's five forces model?
 - What information does each of the five components seek to obtain?
- Choose one of the components of the SWOT model and one of the five forces from Porter's model and identify from the Vila Health multimedia piece which items fall into your chosen components.

Finally, identify implications for the organization should they decide not to use the SWOT or Porter's five forces model when undertaking strategic planning.

Response Guidelines

Refer to the Faculty Expectations Message for discussion response guidelines. Provide substantive comments and critiques on the posts of your peers, comparing their perspectives to yours. Ask any questions that will help you better understand their perspectives. Use the correct APA format, including in-text citations and associated references to support your statements.

Course Resources

[Undergraduate Discussion Participation Scoring Guide](#)

[APA Style and Format](#)

[Vila Health: Strategic Analysis and Operational Considerations](#) | Transcript

u05d1 - Learning Components

- Define SWOT analysis model.
- Apply SWOT analysis to a health care organization.

Unit 6 >> Strategy Implementation and Action Plans

Introduction

Upon completion of the strategic planning process, further strategic thinking is required to determine how to achieve the goals identified. Implementation of the strategy requires setting objectives, and development of plans and budgets that translate into specific action plans (Ginter, Duncan, & Swayne, 2018). Action plans must be developed to link the department or organizational unit, such as surgical unit, human resources, etcetera, to the overall strategy (Ginter, Duncan, & Swayne, 2018).

Reference

Ginter, P. M., Duncan, W. J., & Swayne, L. E. (2018). *Strategic management of health care organizations* (8th ed.). Hoboken, NJ: Wiley.

Learning Activities

u06s1 - Studies

Readings

Use Capella University Library to complete the following:

- Ginter, P. M., Duncan, W. J., & Swayne, L. E. (2018). *Strategic management of health care organizations* (8th ed.). Hoboken, NJ: Wiley.
 - Read Chapter 8, "Value-Adding Service Delivery Strategies," pages 313–355.
 - Read Chapter 9, "Value-Adding Support Strategies," pages 359–398.

Optional – Readings

Use the Capella University Library to complete the following:

- Kukkurained, M. L., Suominen, T., Rankinen, S., Harkonen, E., & Kuokkanen, L. (2012). Organizational vision: Experience at the unit level. *Journal of Nursing Management*, 20(7), 868–876.
- Sethi, A., & Adhikari, B. (2012). Impact of communicating 'vision' on organizational communication effectiveness. *International Journal of Marketing & Business Communication*, 1(3), 43–48.
- Slack, F. J., Orife, J. N., & Anderson, F. P. (2010). Effects of commitment to corporate vision on employee satisfaction with their organization: An empirical study in the United States. *International Journal of Management*, 27(3), 421–436, 579.
- Van Dyke, M. (2016). Leading in an era of value: 3 key strategies for success. *Healthcare Executive*, 31(6), 20–28.

u06s1 - Learning Components

- Identify value-adding strategies.

u06s2 - Organizational Communication Plan Preparation

In the next unit, you must submit a 3–5 page paper in which you:

- Describe the elements necessary to communicate a strategic vision.
- Integrate information from patient satisfaction surveys to drive recommendations for a new organizational communication plan.
- Justify a new business plan for communication.
- Determine the effectiveness of the new plan for communication.

If you have not already started work on the assignment, begin now by researching relevant topics. Review the assignment description and the related scoring guide to learn more about the assignment expectations.

Course Resources

[Capella Writing Center](#)

[Capella University Library](#)

[How Do I Find Peer-Reviewed Articles?](#)

[APA Style and Format](#)

u06s2 - Learning Components

- Prepare to create an organizational communication plan.

u06d1 - Value-Added Service Strategies

Value-adding service activities are critical as they are the actions that will create value for the organization. For your initial response to this discussion, examine the following value-adding service activities: pre-service, point-of-service, and after service. Provide a description of each activity and the importance of developing strategies to address each one. In your description, include the role that marketing has and the implications of not utilizing the marketing function. Finally, provide an example of an action for each of the three activities that may aid the organization in gaining a competitive advantage within the market.

Response Guidelines

Refer to the Faculty Expectations Message for discussion response guidelines. Provide substantive comments and critiques on the posts of your peers, comparing their perspectives to yours. Ask any questions that will help you better understand their perspectives. Use the correct APA format, including in-text citations and associated references to support your statements.

Course Resources

[Undergraduate Discussion Participation Scoring Guide](#)

[APA Style and Format](#)

[Capella University Library](#)

u06d1 - Learning Components

- Describe value-adding service activities within the context of an organization.
- Describe value-adding service activities.

u06d2 - Organizational Culture

Organizational culture plays a significant role in the organization's overall success. The culture may help to unite employees, establish the organization's identity, influence employee loyalty and engagement, and assist with goal setting to achieve defined organizational strategies.

For your initial response, respond to the following:

- Describe organizational culture.
- Examine how organizational culture affects strategy.
- Discuss how the culture of an organization is maintained.
- Discuss why an organization would want to change the culture.

Finally, discuss the implications of not maintaining or addressing the culture within the organization as it relates to strategy and strategic planning.

Response Guidelines

Refer to the Faculty Expectations Message for discussion response guidelines. Provide substantive comments and critiques on the posts of your peers, comparing their perspectives to yours. Ask any questions that will help you better understand their perspectives. Use the correct APA format, including in-text citations and associated references to support your statements.

Course Resources

Undergraduate Discussion Participation Scoring Guide

u06d2 - Learning Components

- Identify the ways in which organizational culture impacts operations and strategy of an organization.
- Define organizational culture.

Unit 7 >> Business Models

Introduction

Value chains within health care organizations comprise those elements that create value and ultimately a competitive advantage for the organization (Ginter, Duncan, & Swayne, 2018). Innovation in the health care industry will change the way in which clinical care is delivered. New business models will develop in response to patient demands (Davey, Brennan, & McAdam, 2010). The inability to respond to the demand for innovative health care and new business models will result in the organization losing its competitive advantage. Justifying the need for a new business model requires the organization to understand the needs of the market in which they deliver services (Davey, Brennan, & McAdam, 2010).

References

- Davey, S. M., Brennan, M., Meenan, B. J., & McAdam, R. (2010). The health of innovation: Why open business models can benefit the healthcare sector. *Irish Journal of Management, 30*(1), 21–40.
- Ginter, P. M., Duncan, W. J., & Swayne, L. E. (2018). *Strategic management of health care organizations* (8th ed.). Hoboken, NJ: Wiley.

Learning Activities

u07s1 - Studies

Readings

Use the Capella University Library to complete the following:

- Ginter, P. M., Duncan, W. J., & Swayne, L. E. (2018). *Strategic management of health care organizations* (8th ed.). Hoboken, NJ: Wiley.
 - Read Chapter 5, "Directional Strategies," pages 163–199.
 - Read Chapter 6, "Identifying Strategic Alternatives," pages 205–254.

Multimedia

Complete the following Capella multimedia presentation:

- [Patient Satisfaction Data and Stakeholders](#).

Optional – Readings

Use the Capella University Library to complete the following:

- James, K., & Lahti, K. (2011). Organizational vision and system influences on employee inspiration and organizational performance. *Creativity & Innovation Management, 20*(2), 108–120.
- Kopaneva, I. M. (2015). Left in the dust: Employee constructions of mission and vision ownership. *International Journal of Business Communication, 1*–24.
- Kopaneva, I., & Sias, P. M. (2015). Lost in translation: Employee and organizational construction of mission and vision. *Management Communication Quarterly, 29*(3), 358–384.

- Williams, R. I., Morrell, D. L., & Mullane, J. V. (2014). Reinvigorating the mission statement through top management commitment. *Management Decision*, 52(3), 446.

u07s1 - Learning Components

- Identify strategic alternatives.
- Identify implications of patient satisfaction data.
- Identify roles and importance of stakeholders.

u07a1 - Organizational Communication Plan

Instructions

For this assignment, assume you are employed as a strategic planner with Metropolitan Health. Mission and vision are important to the strategic planning process of a health care organization.

For this assignment, consider the following mission and vision statement.

- **Mission:** Metropolitan Health's mission is to be the leading provider of the highest quality of health care through education, research, and clinical practice.
- **Vision:** To be the most trusted health care provider of choice for patients of the Sunrise region.

You have been asked to review the most recent patient survey data and develop an executive summary that addresses the data and develops a plan for improvement.

You interpret the data and find that the **data** from the previous twelve months of patient satisfaction surveys at Metropolitan Health indicate patients are dissatisfied with their overall patient experience. Areas identified as leading causes for dissatisfaction are related to the following:

- The inability to ask their provider questions.
- Difficulty in making appointments.
- The lack of courtesy and respect from staff.

Note: Eighty-five percent of the patients who completed the survey have been seeking services from Metropolitan Health for over three years. Sixty percent said they are not likely to recommend the facility to their friends and family.

Now that you understand the data stated points, develop your executive summary that presents the following to the executive team:

- Analyze operational issues (that is, analyze the data).
 - Where does the data for this scenario come from?
 - If available, what other data sources would you like to consult for your analysis?
 - How can this data be used to analyze operational issues for Metropolitan Health?
 - What areas or themes emerge as the main issues from the data?
 - How might these issues negatively impact Metropolitan Health if not addressed?
- Recommend current best practices to improve processes and solve operational issues.
 - Compare and contrast best practices for improving patient satisfaction.
 - Make recommendations on improving communication and reducing knowledge gaps between staff and patients.
- Describe the key stakeholders and the importance of addressing their needs.
 - Describe who the stakeholders are.
 - Discuss the implications of not communicating to stakeholders.
- Describe effective strategies for communicating the strategic vision of the organization to key stakeholders.
 - Justify the need for the communication plan.
 - Describe the approaches and tools for a health communication plan that incorporates the mission and vision.
 - Describe how the communication plan will be evaluated.

Additionally, make sure you:

- Demonstrate effective communication through writing and proper use of APA style.
- Communicate in a professional and effective manner by writing content clearly and logically, with the correct use of grammar, punctuation, and spelling.

Submission Requirements

- **Structure:** Assignment should be formatted as an executive summary. It is suggested that you make use of the Executive Summary Template linked below.
- **Length:** 2–3 pages (not including the reference page).
- **References:** Cite at least three current scholarly or professional resources.
- **Format:** Use APA style for references and citations.
- **Font:** Times New Roman font, 12 point, double-spaced.

To fully understand how this assignment will be graded, be sure to carefully read the scoring guide.

Course Resources

[APA Style Paper Template \[DOCX\]](#)

[APA Style Paper Tutorial \[DOCX\]](#)

[Executive Summary Template \[DOCX\]](#)

[Capella Writing Center](#)

[Capella University Library](#)

[APA Style and Format](#)

u07d1 - Innovation in Health Care

Health care organizations must seek and embrace innovations to remain competitive, reduce costs, improve outcomes, and build their consumer base. For your initial response to this discussion, identify an innovation in health care technology, such as service or technological innovation. How has the innovation improved value? Potential improvements include improved access, enhanced processes, reduced cost, or improved outcomes.

Finally, identify a different popular innovation, such as smartphones, applications, or other technology, and how it is influencing the way in which you do your banking, commuting, communication, work, etcetera. Discuss the potential for using the innovation in health care or the creation of something similar for use in the industry.

Response Guidelines

Refer to the Faculty Expectations Message for discussion response guidelines. Provide substantive comments and critiques on the posts of your peers, comparing their perspectives to yours. Ask any questions that will help you better understand their perspectives. Use the correct APA format, including in-text citations and associated references to support your statements.

Course Resources

[Undergraduate Discussion Participation Scoring Guide](#)

[Capella University Library](#)

[APA Style and Format](#)

u07d1 - Learning Components

- Explain how technological innovations provide value to health care organizations and patients.

Unit 8 >> Workforce Planning

Introduction

Workforce planning occurs when organizational hiring managers work alongside their organization's human resource department to forecast staffing needs and develop a plan to meet those needs (Longest & Darr, 2014). Previous units in this course covered strategic planning and the importance of planning for the organization's future. To support many of the initiatives identified via the strategic planning process, talent within the organization must be developed or recruited into the organization. The planning process includes identifying the organization's talent needs, followed by an identification of the competencies, values, and behaviors that are required for effective performance. The workforce of the organization is often one of the largest competitive advantages the organization has and it must be valued, cultivated, and maintained.

Reference

Longest, B. B., & Darr, K. (2014). *Managing health services organizations and systems* (6th ed.) Baltimore, MD: Health Professions Press.

Learning Activities

u08s1 - Studies

Readings

Use the Capella University Library to complete the following:

- Ginter, P. M., Duncan, W. J., & Swayne, L. E. (2018). *Strategic management of health care organizations* (8th ed.). Hoboken, NJ: Wiley.
 - Chapter 9, "Value-Adding Support Strategies," page 377.
 - Read the section on human resources.
- DeFazio, S. M. (2016). *Future-proof your workforce*. *Workforce Solutions Review*, 7(2), 40–43.
- Fadairo, S. A., Williams, R., & Maggio, E. (2013). *Workforce planning and management*. *Journal of Government Financial Management*, 62(4), 34–38.
- Kolinger, J. (2016). *Visualizing, mapping, and analyzing to optimize workforce planning*. *Workforce Solutions Review*, 7(2), 31–32.
- Lopes, M. A., Almeida, A. S., & Almada-Lobo, B. (2015). *Handling healthcare workforce planning with care: Where do we stand?* *Human Resources for Health*, 13, 38.
- Louch, P. (2014). *Workforce planning is essential to high-performing organizations*. *Workforce Solutions Review*, 5(4), 4–7.
- Ponti, M.-A. D., Germain, M. E., & Moulton, L. J. (2010). *Staffing budgets: Planning, executing and managing into the future*. *Nursing Management (Springhouse)*, 41(9), 34–38.

Use the Internet to read the following:

- American Hospital Association. (2013). *Developing of effective health care workforce planning model [PDF]*. Retrieved from <https://www.aha.org/system/files/2018-05/13wpmwhitepaperfinal.pdf>

u08s1 - Learning Components

- Identify workforce planning and management strategies.

u08s2 - Vila Health Challenge Preparation

Vila Health is a virtual environment that simulates a real-world health care system. In the various Vila Health scenarios, you will apply professional strategies, practice skills, and build competencies that you can apply to your coursework and in your career.

During this unit, complete the Vila Health: Human Resources challenge. You will use the information you gather in this scenario to complete upcoming coursework.

In the next unit, you must submit a 3–5 page paper in which you:

1. Analyze the current workforce in comparison to the needs of the future in the simulation, Vila Health: Human Resources.
2. Describe what the ideal staffing plan should give consideration to.
3. Analyze how human resources can be seen as a competitive advantage within the organization.
4. Discuss the implications of not addressing the organizations workforce as it relates to meeting the strategic goals identified for the future of the organization.
5. Identify three measures you would implement to determine whether or not the new human resource staffing plan has effectively met the needs of the organization.

If you have not already started work on the assignment, begin now by researching relevant topics. Review the assignment description and the scoring guide to learn more about the assignment expectations.

- Click **Vila Health: Human Resources** to complete the multimedia challenge.

Course Resources

Vila Health: Human Resources

u08d1 - Workforce Analysis

For this discussion, review the scenario presented in the Vila Health: Human Resources multimedia piece.

The operating room (OR) at your hospital has seen an increase in surgical cases. As a result of the increase, the OR schedule is unable to accommodate new elective cases for approximately two months. To accommodate patient demands and not lose business, the nurse manager would like to open two additional operating suites; however, due to lack of staff, she is unable to do so. For your initial response to the discussion, respond to the following:

- What information does the nurse manager need to conduct an analysis of the current workforce?
- Once all information is obtained, how will the nurse manager create a business case for the staffing need? One approach would be to return on investment versus the cost to staff.

Finally, discuss the implications of not anticipating future needs of the organization, addressing the patient demand on the organization, the need for additional services, and staffing. Support your response with findings from the literature.

Response Guidelines

Refer to the Faculty Expectations Message for discussion response guidelines. Provide substantive comments and critiques on the posts of your peers, comparing their perspectives to yours. Ask any questions that will help you better understand their perspectives. Use the correct APA format, including in-text citations and associated references to support your statements.

Course Resources

[Undergraduate Discussion Participation Scoring Guide](#)

[Vila Health: Human Resources | Transcript](#)

[Developing an Effective Health Care Workforce Planning Model](#)

[Staffing Budgets: Planning, Executing and Managing Into the Future](#)

[Future-Proof Your Workforce](#)

[Handling Healthcare Workforce Planning with Care: Where Do We Stand?](#)

[APA Style and Format](#)

[Capella University Library](#)

[Workforce Planning and Management](#)

[Workforce Planning is Essential to High-Performing Organizations](#)

[Visualizing, Mapping, and Analyzing to Optimize Workforce Planning](#)

u08d1 - Learning Components

- Describe strategies for creating a business case.

- Describe the potential impact of not anticipating future staffing needs.
- Identify information needed to conduct a workforce analysis.

u08d2 - Staffing Alternatives

Once a staffing need has been acknowledged, the decision must be made as to the appropriate employment type suited for the identified need. Options include full time, part time, per diem outsourcing and in the case of physicians, locum tenens. For your initial response:

- Pick two employment types and define each.
- Identify the positives and negatives of each employment type you identified.

Response Guidelines

Refer to the Faculty Expectations Message for discussion response guidelines. Provide substantive comments and critiques on the posts of your peers, comparing their perspectives to yours. Ask any questions that will help you better understand their perspectives. Use the correct APA format, including in-text citations and associated references to support your statements.

Course Resources

[Undergraduate Discussion Participation Scoring Guide](#)

[APA Style and Format](#)

[Capella University Library](#)

[Visualizing, Mapping, and Analyzing to Optimize Workforce Planning](#)

[Workforce Planning and Management](#)

u08d2 - Learning Components

- Define health care sector employment types.

Unit 9 >> Human Resources Management

Introduction

Human resource management is the process by which an organization identifies, selects, trains, and manages their workforce. Due to a shortage of health care professionals and clinicians, a significant challenge faced by health care organizations is attracting and retaining highly qualified and competent individuals (Healey & Marchese, 2012). Building and creating high-performing teams is important, as the industry is in need of individuals who can overcome obstacles and respond quickly to the rapidly changing environment. Attributes of high-performing teams include trust, accountability, communication, and collaboration (Hakanen & Soudunsaari, 2012). Developing and sustaining high-performing teams requires human resource personnel to ensure effective strategies are in place to recruit and retain individuals who can meet the rigorous demands of the industry. An organization that is successful at creating these teams is capable of transforming themselves into a high reliability organization in which patients are treated and serviced with minimal compromise to quality or patient safety.

Reference

Hakanen, M., & Soudunsaari, A. (2012). Building trust in high-performing teams. *Technology Innovation Management Review*, 2(6), 38–41.

Healey, B. J., & Marchese, M. C. (2012). *Foundations of health care management: Principles and methods*. San Francisco, CA: Jossey-Bass.

Learning Activities

u09s1 - Studies

Readings

Use the Capella University Library to complete the following:

- Ginter, P. M., Duncan, W. J., & Swayne, L. E. (2018). *Strategic management of health care organizations* (8th ed.). Hoboken, NJ: Wiley.
 - Read Chapter 7, "Evaluation of Alternatives and Strategic Choice," pages 259–309.
- Baker, D. P., Day, R., & Salas, E. (2006). *Teamwork as an essential component of high-reliability organizations*. *Health Services Research*, 41(4, Part 2), 1576–1598.
- Chassin, M. R., & Loeb, J. M. (2013). *High-reliability health care: Getting there from here*. *The Milbank Quarterly*, 91(3), 459–490.
- Derven, M. (2013). *The competitive advantage of diverse perspective*. *T + D*, 67(8), 44–48.
- Hegwer, L. R. (2016). *Building high-performing, highly diverse teams and organizations*. *Healthcare Executive*, 31(6), 10–19.
- McAlearney, A. S., Garman, A. N., Song, P. H., McHugh, M., Robbins, J., & Harrison, M. I. (2011). *High-performance work systems in health care management, part 2: Qualitative evidence from five case studies*. *Health Care Management Review*, 36(3), 214–226.
- Sullivan, J. L., Rivard, P. E., Shin, M. H., & Rosen, A. K. (2016). *Applying the high reliability health care maturity model to assess hospital performance: A VA case study*. *Joint Commission Journal on Quality & Patient Safety*, 42(9), 389–399.
- Weaver, R. R. (2015). *Seeking high reliability in primary care: Leadership, tools, and organization*. *Health Care Management Review*, 40(3), 183–192.
- Verma, A. (2015). *Valuing diversity: Strategies and implications for organizational success*. *Prestige International Journal of Management and Research*, 7/8(2), 31–38.

Use the Internet to read the following:

- Wiese, C., & Ricci, R. (2016). *10 characteristics of high-performing teams*. Retrieved from http://www.huffingtonpost.com/carl-wiese/10-characteristics-of-hig_b_1536155.html

u09s1 - Learning Components

- Identify strategies for building and maintaining high performing teams.
- Identify strategies for evaluating alternatives.

u09a1 - Vila Health: Human Resources (Strategy and Competitive Advantage)

Preparation

This assessment is based upon the scenario presented in the Vila Health: Human Resources media simulation. Be sure you have completed this activity before you begin your assessment.

It may be helpful to consider the following as you work through the simulation:

- What is the current state of the workforce in compare to the needs of the future in the simulation?
- What should be an ideal staffing plan to consider?
- How can human resources be seen as a competitive advantage within the organization?
- What could be the implications of not addressing the organization's workforce as it relates to its strategic goals identified for the future of the organization?
- What are three measures you would implement to determine whether the new human resource staffing plan has effectively met the needs of the organization?

Instructions

Human resources are those individuals with specialized skills and commitment to deliver health care services. Strategic human resource planning enables organizations to support their master strategic plan by ensuring the organization is equipped from a human capital perspective to meet future demands.

For this assessment, put yourself in the role of a leader at St. Anthony Medical Center. You are making a report regarding your observations and analysis in the wake of what happened in the Vila Health media simulation related to this assessment.

This assessment can be organized into 2 parts:

- **Part 1: Comparison of Current Workforce to Future Needs.**
- **Part 2: Staffing Plan and Competitive Advantage.**

Part 1: Comparison of Current Workforce to Future Needs

Relevant Scoring Guide Criteria

- Analyze the current workforce in comparison to the needs of the future.
- Demonstrate effective communication through writing and proper use of APA style.
- Communicate in a professional and effective manner, writing content clearly and logically, with the correct use of grammar, punctuation, and spelling.

For this part, present your analysis of St. Anthony Medical Center's (SAMC) current state and preparedness with regard to their workforce. Additionally, comment briefly on how this compares to the needs and gaps you noted in the media scenario.

As you complete this part, it may be helpful to consider the following:

- What is the capacity now based upon current staffing?
- What is the current state of the workforce in compare to the needs of the future for SAMC?
 - What issues will be caused by the difference between current and future staffing capacity?

Part 2: Staffing Plan and Competitive Advantage

Relevant Scoring Guide Criteria

- Describe ideal staffing plans for the organization based upon the understanding of future needs.
- Identify appropriate measures to evaluate and determine the success of the newly implemented staffing plan.
- Explain implications for the organizations future if the workforce is unable to accommodate and support the needs of the organization.
- Analyze how human resources can be seen as a competitive advantage within the organization.
- Demonstrate effective communication through writing and proper use of APA style.
- Communicate in a professional and effective manner, writing content clearly and logically, with the correct use of grammar, punctuation, and spelling.

For this part of the assessment, you will present an ideal staffing plan based upon your analysis of the media simulation. Your plan should include measures that can be used to judge its success. Additionally, to help illustrate your plan's importance and benefits to SAMC, present a compelling argument about what impact it may have on the organization if your staffing plan is not adopted, as well as the benefits of creating a competitive advantage through human resources.

As you complete this part of your assessment, it may be helpful to consider:

- What should be an ideal staffing plan to consider (more staff, less staff, or a diversified workforce, etcetera)?
 - What can the future staffing model do for the organization?
- What three measures would you implement to determine whether the new human resource staffing plan has effectively met the needs of the organization?
- How might the organization be impacted moving forward if workforce issues are not addressed?
 - How could this impact the organization's ability to meet strategic goals?
- What is a competitive advantage?
 - How can human resources become an advantage for an organization within the industry?

Submission Requirements

- **Structure:** Include a title page, table of contents, and reference page.
- **Length:** 3–5 pages.
- **References:** Cite at least three current scholarly or professional resources.
- **Format:** Your paper should be formatted according to the current APA style.
- **Font:** Times New Roman font, 12 point, double-spaced for narrative portions only.

Course Resources

[APA Style Paper Template \[DOCX\]](#)

[APA Style Paper Tutorial \[DOCX\]](#)

[APA Style and Format](#)

[Capella Writing Center](#)

[Capella University Library](#)

u09d1 - Competitive Advantages Through Workforce Diversity

Changes in demographics of the United States population require organizations to develop and cultivate teams that reflect the characteristics and cultures of the patients they serve. Diversity and inclusion among the health care workforce, considered a strategic necessity by the American College of Healthcare Executives (ACHE), is an innovative necessity for organizations to deliver value and reduce disparities that currently exist. For your initial response, address the following:

- Discuss what a high-performing, highly diverse team is.
- Discuss why diversity should be everyone's responsibility within the organization.
- Identify the implications of not cultivating and sustaining a diverse workforce for the organization as well as the consumers.
- Examine how culture and diversity can leverage the organization to make innovative strategic decisions.

Response Guidelines

Refer to the Faculty Expectations Message for discussion response guidelines. Provide substantive comments and critiques on the posts of your peers, comparing their perspectives to yours. Ask any questions that will help you better understand their perspectives. Use the correct APA format, including in-text citations and associated references to support your statements.

Course Resources

[Undergraduate Discussion Participation Scoring Guide](#)

[High-Performance Work Systems in Health Care Management, Part 2: Qualitative Evidence from Five Case Studies](#)

[Building High-Performing, Highly Diverse Teams and Organizations](#)

[APA Style and Format](#)

u09d1 - Learning Components

- Describe how diversity can be leveraged to drive innovation and competitive advantages.
- Describe characteristics of high-performing and highly diverse teams.

Unit 10 >> Marketing

Introduction

Understanding marketing in any industry is important, particularly in health care, as all members of the organization contribute to the success or failure of the organization's marketing strategy (Healey & Marchese, 2012). A critical component in building the future for the organization, marketing helps build trust with patients, creates public awareness, generates new business, and often calls for consumer action (Healey & Marchese, 2012). The marketing process consists of several functions, including identifying the target market, segmenting the market, and determining the market mix. In addition, marketing entails advertising, promotion, public relations, and sales (Healey & Marchese, 2012).

Reference

Healey, B. J., & Marchese, M. C. (2012). *Foundations of health care management: Principles and methods*. San Francisco, CA: Jossey-Bass.

Learning Activities

u10s1 - Studies

Readings

Use the Capella University Library to complete the following:

- Ginter, P. M., Duncan, W. J., & Swayne, L. E. (2018). *Strategic management of health care organizations* (8th ed.). Hoboken, NJ: Wiley.
 - Chapter 4, "Internal Environmental Analysis and Competitive Advantage," pages 121–159.
- Beach, C. (2011). Using social media to engage patients. *Healthcare Executive*, 26(3), 66–70.
- Binder, J. L., & Reeves, J. (2010). Bridging the generation gap. *Marketing Health Services*, 30(2), 22–25.
- Cole, M. (2014). Best practices for promoting healthcare through marketing. *Modern Healthcare*, 44(39), S010.
- Fell, D. (2009). The new era of connected healthcare. *Marketing Health Services*, 29(4), 17–19.
- Lim, W. M., & Ting, D. H. (2012). Healthcare marketing: Contemporary salient issues and future research directions. *International Journal of Healthcare Management*, 5(1), 3–11.
- Rubenfire, A. (2015). Advertising diversity: Healthcare organizations are including more LGBT imagery in marketing. *Modern Healthcare*, 44(45), 31.

u10s1 - Learning Components

- Identify strategies to drive competitive advantage.
- Identify emerging technologies and strategies for marketing and patient engagement.

u10d1 - Marketing as a Strategy

For this discussion, identify a recent example of health care marketing. In your initial response, please answer the following:

- What form does the marketing take? Is it promotion and sales, advertisement, call for action, public relations, or something else?
- Who is the target audience?
- In terms of its reach to the target audience, what was the effectiveness of the advertisement?

In your response, include a link to the marketing piece allowing others to view the same and offer feedback.

Response Guidelines

Refer to the Faculty Expectations Message for discussion response guidelines. Provide substantive comments and critiques on the posts of your peers, comparing their perspectives to yours. Ask any questions that will help you better understand their perspectives. Use the correct APA format, including in-text citations and associated references to support your statements.

Course Resources

[Undergraduate Discussion Participation Scoring Guide](#)

[Advertising Diversity: Healthcare Organizations Are Including More LGBT Imagery in Marketing](#)

[Healthcare Marketing: Contemporary Salient Issues and Future Research Directions](#)

[APA Style and Format](#)

[Using Social Media to Engage Patients](#)

[Best Practices for Promoting Healthcare Through Marketing](#)

u10d1 - Learning Components

- Explain the effectiveness of a marketing example with regards to reaching its target audience.

u10d2 - Current Trends

As this course comes to an end, please take the opportunity to reflect upon the topics and materials that have been covered over the last ten weeks. For your initial response to this discussion, identify two trends or innovations in health care that will impact you personally or the health care industry. In your response, address the following:

- Discuss the internal and external impacts the trends or innovations will have.
- Discuss the personal impact the trends or innovations will have, if any.
- Explain the importance of the trends or innovation in the health care industry.

Identify areas in which you feel are in need of innovation to respond to current market demands.

Response Guidelines

Refer to the Faculty Expectations Message for discussion response guidelines. Provide substantive comments and critiques on the posts of your peers, comparing their perspectives to yours. Ask any questions that will help you better understand their perspectives. Use the correct APA format, including in-text citations and associated references to support your statements.

Course Resources

[Undergraduate Discussion Participation Scoring Guide](#)

[Healthcare Marketing: Contemporary Salient Issues and Future Research Directions](#)

[Using Social Media to Engage Patients](#)

[The New Era of Connected Healthcare](#)

[APA Style and Format](#)

[Bridging the Generation Gap](#)

u10d2 - Learning Components

- Identify current or emerging trends and innovations in the health care industry.