

## **Syllabus**

### **Course Overview**

This course is an in-depth examination and analysis of strategic management in the health care industry. You will use strategic management frameworks to analyze the mission, vision, core values, and goals of this industry and make recommendations based on this analysis. You will examine and assess the operational and financial components of the strategic planning process and analyze how internal and external health care environments affect those components. You will evaluate the effects of interdependent actors within the health care system and the widespread consequences of decisions in an increasingly competitive market. You will also explore decision-making strategies that maximize revenues while providing excellent quality care to patients.

### **Course Competencies**

**(Read Only)**

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

- 1 Evaluate the role of an effective planning process in the strategic management of health care organizations.
- 2 Apply strategic management principles to analyze the mission, vision, core values, goals, and governance of health care organizations.
- 3 Analyze the effect of internal and external environments on the strategic planning process within health care organizations.
- 4 Recommend evidence-based strategies to improve the operational and financial components of a health care organization.
- 5 Communicate in a manner that is professional and consistent with expectations for business professionals.

### **Course Prerequisites**

Prerequisite(s): MBA6016.

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.

Book

Zuckerman, A. (2012). *Healthcare strategic planning* (3rd ed.). Chicago, IL: Health Administration Press. ISBN: 9781567934342.

## 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.

- Duncan, W., Ginter, P., & Swayne, L. (1998). [Competitive advantage and internal organizational assessment](#). *Academy of Management Executive*, 12(3), 6–16.
- Niles, N. J. (2010). [A case study in strategic financial planning in health service organizations](#). *Journal of Business Case Studies*, 6(5), 23–29.

## 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.

- Advisory Board. (2015). [Daily briefing primer: What's the difference between for-profit and not-for-profit hospitals?](#) Retrieved from <https://www.advisory.com/daily-briefing/resources/primers/whats-the-difference-between-for-profit-and-not-for-profit-hospitals>
- Beckham, D. (2016). [10 surprising keys to strategic thinking for health care CEOs](#). Hospitals and Health Networks: American Hospital Association. Retrieved from <http://www.hhnmag.com/articles/7096-surprising-keys-to-strategic-thinking-for-health-care-ceos>
- Berg, R. (2011). [7 steps to successful strategy and implementation \[Video\]](#). | [Transcript](#) Retrieved from <https://youtu.be/LkesApAMSQk>
- Business Analysis Excellence. (2016). [Organization environment analysis \[Video\]](#). | [Transcript](#) Retrieved from <https://youtu.be/Vou9RBKbYVM>
- Centers for Medicare and Medicaid Services. (2015). [Accountable care organizations \(ACO\)](#). Retrieved from <https://www.cms.gov/Medicare/Medicare-Fee-for-Service-Payment/ACO/index.html?redirect=/ACO/>

- Conway, P., DeSalvo, K. B., Sesharmani, M., & Bielowicz, L. (2015). [Better, smarter, healthier: The future of health care \[Video\]](#). | [Transcript](#) Advisory Board: The Future of Health Care Summit Presentations. Retrieved from <https://youtu.be/qCeEEQJuAA>
- Healthcare Triage. (2014). [The health care system of the United States \[Video\]](#). | [Transcript](#) Retrieved from <https://youtu.be/yN-MkRcOjY>
- Howard, B. (2015). [St. Michael's Hospital strategic plan 2015–2018 \[Video\]](#). | [Transcript](#) Retrieved from <https://www.youtube.com/watch?v=UQ3pOf5JLIM>
- Jensen, T. (2014). [SWOTT away distractions with successful analysis](#). The Startup Garage. Retrieved from <https://thestartupgarage.com/swott-distractions-successful-analysis/>
- Johns Hopkins. (2013). [Johns Hopkins Medicine strategic plan](#). Retrieved from [http://www.hopkinsmedicine.org/strategic\\_plan/\\_docs/JHM%20Strategic%20Plan\\_Sept2013.pdf](http://www.hopkinsmedicine.org/strategic_plan/_docs/JHM%20Strategic%20Plan_Sept2013.pdf)
- Kaplan, R., & Norton, P. (2014). [The explainer: The balanced scorecard \[Video\]](#). | [Transcript](#) Harvard Business Review. Retrieved from <https://hbr.org/video/3633937148001/the-explainer-the-balanced-scorecard>
- Knight, E. M. (2014). [Strategic planning for hospitals and healthcare systems \[Video\]](#). | [Transcript](#) CokerGroup Healthcare Consulting. Retrieved from <https://youtu.be/Ujmvvyjoflk>
- Lindsey, J. S., & Mitchell, J. W. (2012). [Tomorrow's top healthcare leaders: 5 qualities of the healthcare leader of the future](#). Becker's Hospital Review. Retrieved from <http://www.beckershospitalreview.com/hospital-management-administration/tomorrows-top-healthcare-leaders-5-qualities-of-the-healthcare-leader-of-the-future.html>
- Lumina Foundation. (2013). [Strategic plan 2013–2016 executive summary](#). Retrieved from [https://www.luminafoundation.org/files/advantage/document/goal\\_2025/2013-Strategic\\_Plan-Executive\\_Summary.pdf](https://www.luminafoundation.org/files/advantage/document/goal_2025/2013-Strategic_Plan-Executive_Summary.pdf)
- Medicaid.gov. (n.d.). [Health homes](#). Retrieved from <https://www.medicaid.gov/medicaid/ltss/health-homes/index.html>
- Medicaid.gov. (n.d.). [Children's health insurance program \(CHIP\)](#). Retrieved from <https://www.medicaid.gov/chip/chip-program-information.html>
- Milken Institute. (2014). [Healthcare delivery in the 21st century \[Video\]](#). | [Transcript](#) Retrieved from <http://www.milkeninstitute.org/events/conferences/global-conference/2014/panel-detail/4811>
- Morrison, I. (2016). [Lessons from a health system that disrupts itself](#). Hospitals and Health Networks: American Hospital Association. Retrieved from <http://www.hhnmag.com/articles/7165-lessons-from-a-health-care-system-that-disrupts-itself>
- Pestle Analysis. (2011). [How to create a pestle analysis template](#). Retrieved from <http://pestleanalysis.com/how-to-create-pestle-analysis-template/>
- Schyve, P. M. (2009). [Leadership in healthcare organizations: A guide to Joint Commission leadership standards](#). The Governance Institute. Retrieved from [https://www.jointcommission.org/assets/1/18/WP\\_Leadership\\_Standards.pdf](https://www.jointcommission.org/assets/1/18/WP_Leadership_Standards.pdf)
- State of Tasmania: Department of Premier and Cabinet. (2017). [Project management fact sheet: Language matters \[PDF\]](#). Retrieved from [http://www.egovernment.tas.gov.au/\\_\\_data/assets/pdf\\_file/0010/78157/Language\\_Matters\\_Fact\\_Sheet.pdf](http://www.egovernment.tas.gov.au/__data/assets/pdf_file/0010/78157/Language_Matters_Fact_Sheet.pdf)
- Thakur, S. (2011). [Tips on preparing an executive summary of a strategic plan](#). Retrieved from <http://www.brighthub.com/office/entrepreneurs/articles/87293.aspx>
- The City Club Forum. (2014). [Healthcare delivery: From volume to value \[Video\]](#). | [Transcript](#) Retrieved from <http://player.pbs.org/viralplayer/2365365666>

- Tyler, C. (2012). [Effective SWOTT analysis implementation](http://www.business2community.com/strategy/effective-swott-analysis-implementation-0349700#FwOBzzTHJHwTCtu.97). Business 2 Community. Retrieved from <http://www.business2community.com/strategy/effective-swott-analysis-implementation-0349700#FwOBzzTHJHwTCtu.97>
- U.S. Department of Veterans Affairs. (2017). [Veterans Health Administration](http://www.va.gov/health/). Retrieved from <http://www.va.gov/health/>
- Vogan, P. (2006). [SWOTT your way to success](https://www.entrepreneur.com/article/83052). Entrepreneur. Retrieved from <https://www.entrepreneur.com/article/83052>

## 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.

## 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.

- Sussman, J. H., & Kelly, B. R. (2014). [Navigating the gap between volume and value: Assessing the financial impact of proposed health care initiatives and reform-related changes](http://www.hpoe.org/Reports-HPOE/KH_NavGap_Guide.pdf). Retrieved from [http://www.hpoe.org/Reports-HPOE/KH\\_NavGap\\_Guide.pdf](http://www.hpoe.org/Reports-HPOE/KH_NavGap_Guide.pdf)

## Projects

### Project >> Strategic Management Plan

#### Project Overview

Strategic management for health care organizations involves decision-making processes that allow the organizations to meet their objectives. The success of strategic management decisions is due partly to a strong strategic plan. The course project gives you the opportunity to develop an abbreviated strategic management plan for an organization of your choosing, either the case study provided in the course or an organization you are familiar with. To CEO of the *Community Hospital Healthcare System: A Strategic Management Case Study*,

linked in the Resources, at the beginning of the strategic planning process. As the CEO, you will lead the development of the strategic management plan and:

- Develop mission and strategic initiatives for the organization.
- Explain operational and financial components of a strategic management plan and how they align with the organization's mission.
- Analyze the internal and external environments and how they affect strategic thinking and planning.
- Assess a wide range of challenging issues that are perceived to affect the organization over the next five years.
- Synthesize the course assignments into a strategic management plan that links planning to service operations.
- Communicate in a manner that is consistent with professional expectations. Create a document that is clearly written, well-organized, and generally free of grammatical errors.

You will develop your plan as you progress through the first four units of the course, focusing on and collecting relevant data. This data represents the foundation on which you will develop your work in Units 5 and 6.

In Unit 5, you will:

- Develop concrete strategic recommendations based upon the data you collected in Units 1 through 4.
- Articulate a clear strategy.
- Develop a fiscal plan.
- Summarize the content developed in Units 1 through 4 for inclusion in the plan.

In Unit 6, you will:

- Synthesize the individual sections or chapters of your strategic plan into an executive summary of your strategic plan, linking planning to service operations.
- Create a PowerPoint presentation for the board of directors and key stakeholders of the health care system that addresses implementation of your strategic plan. You are not required to deliver and record the presentation.

This challenging project involves creativity, strategy, and industry analysis. The material you learn in the course should help you create a good representation of a real working strategic management plan. You will not, however, develop all of the parts of an actual plan. An actual strategic management plan written by professionals would take months of research, assessment, and evaluation, and would include multiple iterations and reviews.

A number of exemplar resources are provided to guide your process. These are actual outcome products developed for health care organizations. The following exemplar resources can be found in the study activity of every unit:

- Johns Hopkins' "John Hopkins Medicine Strategic Plan."
- Niles' "A Case Study In Strategic Financial Planning In Health Service Organizations."
- Howard's video, *St. Michael's Hospital Strategic Plan*.

By completing this course, you will gain a better understanding of the dynamics involved in creating and implementing a strategic management plan for the health care industry and an appreciation of the flexibility required to remain competitive in health care service delivery.

## Unit 1 >> Introduction to Strategic Management in the Health Care Industry

### Introduction

Per Zuckerman (2012), "Strategic planning refers to a process for defining organizational objectives, implementing strategies to achieve those objectives, and measuring the effectiveness of those strategies" (p. 3).

The general objective of this course is to offer you an opportunity to develop strategic planning and leadership skills. In this unit, you will focus on the importance of strategic planning and management. Strategic management is the action of leading an organization using strategic thinking, planning, and decision making.

This course offers an assortment of case studies from various health care organizations and provides real-life examples of the application of strategic planning and management. The readings share emergent and analytical models that complement the planning process.

#### Reference

Zuckerman, A. M. (2012). *Healthcare strategic planning*. Chicago, IL: Health Administration Press.

### Learning Activities

#### u01s1 - Studies

### Readings

Use your *Healthcare Strategic Planning* text to read:

- Chapter 1, "Is Strategic Planning Still Relevant?" pages 1–18.
- Chapter 2, "Organizing for Successful Strategic Planning: 12 Critical Steps," pages 19–32.

- Chapter 7, "Major Planning Process Considerations," pages 131–150.
- Chapter 11, "Encouraging Strategic Thinking," pages 205–220.

Use the Internet to read the following:

- Beckham, D. (2016). [10 surprising keys to strategic thinking for health care CEOs](#). Hospitals and Health Networks: American Hospital Association. Retrieved from <http://www.hhnmag.com/articles/7096-surprising-keys-to-strategic-thinking-for-health-care-ceos>
- Morrison, I. (2016). [Lessons from a health system that disrupts itself](#). Hospitals and Health Networks: American Hospital Association. Retrieved from <http://www.hhnmag.com/articles/7165-lessons-from-a-health-care-system-that-disrupts-itself>
- State of Tasmania: Department of Premier and Cabinet. (2017). [Project management fact sheet: Language matters \[PDF\]](#). Retrieved from [http://www.egovernment.tas.gov.au/\\_\\_data/assets/pdf\\_file/0010/78157/Language\\_Matters\\_Fact\\_Sheet.pdf](http://www.egovernment.tas.gov.au/__data/assets/pdf_file/0010/78157/Language_Matters_Fact_Sheet.pdf)
  - State of Tasmania ([Department of Premier and Cabinet](#)) 2017.

Before the second discussion in this unit, please read the following course resource. The information is pertinent to the discussion activity.

- [Sample Strategic Plan \[PDF\]](#).

## Audiovisual Media

Use the Internet to access the following videos:

- The City Club Forum. (2014). [Healthcare delivery: From volume to value](#) [Video] | [Transcript](#). Retrieved from <http://player.pbs.org/viralplayer/2365365666>
- Knight, E. M. (2014). [Strategic planning for hospitals and healthcare systems](#) [Video] | [Transcript](#). CokerGroup Healthcare Consulting. Retrieved from <https://youtu.be/Ujmvvyjoflk>

Exemplar resources for the course:

- Johns Hopkins. (2013). [John Hopkins medicine strategic plan](#). Retrieved from [http://www.hopkinsmedicine.org/strategic\\_plan/\\_docs/JHM%20Strategic%20Plan\\_Sept2013.pdf](http://www.hopkinsmedicine.org/strategic_plan/_docs/JHM%20Strategic%20Plan_Sept2013.pdf)
- Niles, N. J. (2010). [A case study in strategic financial planning in health service organizations](#). *Journal of Business Case Studies*, 6(5), 23–29.
- Howard, B. (2015). [St. Michael's Hospital strategic plan 2015–2018 \[Video\]](#) | [Transcript](#). Retrieved from <https://www.youtube.com/watch?v=UQ3pOf5JLIM>

## Writing and Library Resources

For help with your writing and research, access the following resources:

- [The Writing Center](#) includes a variety of tools to help you improve your written communication and presentation skills.
- [APA Style and Format](#) contains helpful information for correctly formatting work according to APA guidelines.
- [Capella University Library Guides](#).
  - Click [How Do I Find Peer-Reviewed Articles?](#) and review the information on the various tabs.

- [Research Guide–MBA](#) provides information on how to find high-quality business research and information sources.

#### u01s1 - Learning Components

- Review strategic management plans.
- Develop a strategic thinking mindset.

#### u01d1 - Worksheet 1

For this discussion, first complete and post Worksheet 1. The worksheet is linked in the Resources. You will use your finished worksheet to complete the assignment for this unit.

Zuckerman (2012) states, "Strategic planning refers to a process for defining organizational objectives, implementing strategies to achieve those objectives, and measuring the effectiveness of those strategies" (p. 3).

Explain how the data in Worksheet 1 initiates this process described by Zuckerman.

Your post should contain 250–350 words. Be sure you follow APA guidelines for citations and references.

## Response Guidelines

Please respond to at least one other learner. Provide formative feedback on the findings and the process identified in the worksheet. Are there points that you have not considered?

**Note:** Formative feedback is feedback that can be used by learners to extend or improve their learning. It should be specific, non-evaluative, and supportive.

Course Resources

Graduate Discussion Participation Scoring Guide

[APA Style and Format](#)

Worksheet 1 [DOC]

#### u01d1 - Learning Components

- Develop a strategic thinking mindset.
- Apply graduate level skill in critical thinking, research, and writing.
- Explain the data needed to develop a strategic plan.

## u01a1 - Overview of Strategic Plan

You will use the *Community Hospital Healthcare System: A Strategic Management Case Study*, linked in the Resources. You should have enough knowledge about the organization to complete the course assignments, although additional focused research may be necessary.

Consult your completed Worksheet 1 as you begin your work on this assignment. You will not submit this worksheet, but will use the information you add to the worksheet to develop an overview of the strategic planning process for the organization you chose. You will also need to support your work on this assignment with references to at least three professional resources.

### Assignment Requirements

Use the information from your completed Worksheet 1 to develop a 2–3 page overview of the strategic planning process for the organization you have chosen to use. In your overview:

- Identify the strategic planning outcomes. Keep in mind that the outcomes should be specific and measurable.
- Describe the key components of the strategic planning process.
- Define the strategic planning schedule.
- Analyze past strategies to determine the reasons for their successes and failures.
  - Explain the strategies used in the past.
  - Identify the factors that contributed to the success or failure of the strategies.
  - Explain how this information can be used to improve the process for your project.
- Communicate in a manner that is consistent with professional expectations; create a document that is clearly written, well-organized, and generally free of grammatical errors.

Be sure your assignment is organized logically, using headings and sub-headings appropriately. Follow APA guidelines for in-text citations and references.

### Additional Requirements

- **Overview length:** 2–3 double-spaced pages, not including title page and reference page.
- **References:** A minimum of three professional resources.
- **Format:** Use APA format for all in-text citations and references. Include a title page and reference page.
- **Font and font size:** Times New Roman, 12 point.

**Note:** Your instructor may also use the Writing Feedback Tool to provide feedback on your writing. In the tool, click the linked resources for helpful writing information.

Course Resources

[APA Style and Format](#)

[Capella Writing Center](#)

[10 Surprising Keys to Strategic Thinking for Health Care CEOs](#)

[Writing Feedback Tool](#)

[Strategic Planning for Hospitals and Healthcare Systems \[Video\]](#) | [Transcript](#)

Worksheet 1 [DOC]

Community Hospital Healthcare System: A Strategic Management Case Study [PDF]

## u01d2 - Strategic Plan Example

Read the Discussion Participation Scoring Guide to learn how the instructor will evaluate your discussion participation throughout this course.

Review the strategic plan example linked in the Resources for this discussion. Address the following:

- Describe the various components of a strategic plan.
- Identify each section and explain its importance.

Your post should contain 250–350 words. Be sure you follow APA guidelines for citations and references.

## Response Guidelines

Please respond to at least one other learner. In your response, note similar or different levels of importance in each section compared to your posting.

Course Resources

Graduate Discussion Participation Scoring Guide

[APA Style and Format](#)

Sample Strategic Plan [PDF]

## u01d2 - Learning Components

- Review strategic management plans.
- Apply graduate level skill in critical thinking, research, and writing.

### Introduction

And in the past year alone, about 10 million uninsured Americans finally gained the security of health coverage. So tonight, I'm launching a new Precision Medicine Initiative to bring us closer to curing diseases like cancer and diabetes, and to give all of us access to the personalized information we need to keep ourselves and our families healthier. We can do this. (Obama, 2015).

In this unit, you will consider the need to analyze the requirements of various external organizational factors impacting the health care industry and integrate them into the organizational strategy. You will identify and analyze the key external stakeholders, as well as major external trends and uncertainties.

### Reference

Obama, B. The White House, Office of the Press Secretary. (2015). Remarks by the President in State of Union Address. Retrieved from <https://www.whitehouse.gov/the-press-office/2015/01/20/remarks-president-state-union-address-january-20-2015>

### Learning Activities

#### u02s1 - Studies

### Readings

Use your *Healthcare Strategic Planning* text to read:

- Chapter 3, "Activity 1: Analyzing the Environment," pages 33–56.

Use the Internet to read the following:

- Medicaid.gov. (n.d.). [Health homes](https://www.medicaid.gov/medicaid/ltss/health-homes/index.html). Retrieved from <https://www.medicaid.gov/medicaid/ltss/health-homes/index.html>
- U.S. Department of Veterans Affairs. (n.d.). [Veterans Health Administration](http://www.va.gov/health/). Retrieved from <http://www.va.gov/health/>
- Medicaid.gov. (n.d.). [Children's health insurance program \(CHIP\)](https://www.medicaid.gov/chip/chip-program-information.html). Retrieved from <https://www.medicaid.gov/chip/chip-program-information.html>
- Centers for Medicare and Medicaid Services. (2015). [Accountable care organizations \(ACO\)](https://www.cms.gov/Medicare/Medicare-Fee-for-Service-Payment/ACO/index.html?redirect=/ACO/). Retrieved from <https://www.cms.gov/Medicare/Medicare-Fee-for-Service-Payment/ACO/index.html?redirect=/ACO/>
- Pestle Analysis. (2011). [How to create a pestle analysis template](http://pestleanalysis.com/how-to-create-pestle-analysis-template/). Retrieved from <http://pestleanalysis.com/how-to-create-pestle-analysis-template/>

Use the courseroom to read or review the following:

- [Community Hospital Healthcare System: A Strategic Management Case Study.\[PDF\]](#).

## Audiovisual Media

Use the Internet to access the following:

- Conway, P., DeSalvo, K. B., Sesharmani, M., & Bielamowicz, L. (2015). [Better, smarter, healthier: The future of health care \[Video\]](#) | Transcript. Advisory Board: The Future of Health Care Summit Presentations. Retrieved from <https://youtu.be/qCeEEQQjuAA>
- Healthcare Triage. (2014). [The health care system of the United States \[Video\]](#) | Transcript. Retrieved from <https://youtu.be/yN-MkRcOjY>
- Business Analysis Excellence. (2016). [Organization environment analysis \[Video\]](#) | Transcript. Retrieved from <https://youtu.be/Vou9RBKbYwM>
- Milken Institute. (2014). [Health care delivery in the 21st century \[Video\]](#) | Transcript. Retrieved from <http://www.milkeninstitute.org/events/conferences/global-conference/2014/panel-detail/4811>

## Exemplar Resources

Use the Capella Library and Internet to access the following exemplar resources:

- Johns Hopkins. (2013). [John Hopkins medicine strategic plan](#). Retrieved from [http://www.hopkinsmedicine.org/strategic\\_plan/\\_docs/JHM%20Strategic%20Plan\\_Sept2013.pdf](http://www.hopkinsmedicine.org/strategic_plan/_docs/JHM%20Strategic%20Plan_Sept2013.pdf)
- Niles, N. J. (2010). [A case study in strategic financial planning in health service organizations](#). *Journal of Business Case Studies*, 6(5), 23–29.
- Howard, B. (2015). [St. Michael's Hospital strategic plan 2015–2018 \[Video\]](#) | Transcript. Retrieved from <https://www.youtube.com/watch?v=UQ3pOf5JLIM>

## u02s1 - Learning Components

- Research external trends that affect health care organizations.

## u02d1 - Worksheet 2

For this discussion, first complete Worksheet 2 using the following exhibits from Chapter 3 of your text:

- Exhibit 3.8: Potential Future Competitor Positioning, page 45.
- Exhibit 3.11: Future Assumptions Regarding the National and Local Market, page 51.

Be sure to include the following in Worksheet 2:

- Define the project scope, both the time frame and scope of analysis.
- Identify major external stakeholders and their role, basic trends, key uncertainties, and any additional research needs.

Post Worksheet 2. Additionally, explain how the information you compiled in the worksheet sets the tone for the strategic planning process.

Your post should contain 250–350 words. Be sure you follow APA guidelines for citations and references.

## Response Guidelines

Please respond to at least one other learner. Use the criteria listed in Exhibit 11.2 in your text to provide formative feedback on the findings reported. Refer to the elements as described in Chapter 3 as the basis of your analysis.

**Note:** Formative feedback is feedback that can be used by learners to extend or improve their learning; it should be specific, non-evaluative, and supportive.

Course Resources

Graduate Discussion Participation Scoring Guide

[APA Style and Format](#)

Worksheet 2 [DOC]

u02d1 - Learning Components

- Research external trends that affect health care organizations.
- Identify the likely uncertainties and barriers to achieving the objectives of a strategic plan.
- Identify the key stakeholders of a health care organization.

### u02a1 - External Environment Review

Continue to use the *Community Hospital Healthcare System: A Strategic Management Case Study*, linked in the Resources, as you did in Unit 1 for this assignment and all subsequent assignments.

Consult your completed Worksheet 2 as you begin your work on this assignment. You will not submit the worksheet, but will use the information to develop a report on the external environment relevant to the organization you selected.

### Assignment Requirements

Use the information in Worksheet 2 to develop a 2–3 page report that includes the following:

- Describe any trends that could impact your strategic plan.
- Identify the key stakeholders and explain their roles in your strategic plan.
- Describe any uncertainties or barriers to achieving the objectives you established in Unit 1. How will you overcome these?
- Communicate in a manner that is consistent with professional expectations; create a document that is clearly written, well-organized, and generally free of grammatical errors.

Format your assignment as a report and be sure it is organized logically, using headings and sub-headings appropriately. Follow APA guidelines for in-text citations and references.

## Additional Requirements

- **Report length:** 2–3 double-spaced pages, not including title page and reference page.
- **References:** A minimum of three professional resources.
- **Format:** Use APA format for all in-text citations and references. Include a title page and reference page.
- **Font and font size:** Times New Roman, 12 point.

**Note:** Your instructor may also use the Writing Feedback Tool to provide feedback on your writing. In the tool, click the linked resources for helpful writing information.

Course Resources

[APA Style and Format](#)

[Capella Writing Center](#)

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

[Research Guide - MBA](#)

[Writing Feedback Tool](#)

Worksheet 2 [DOC]

Community Hospital Healthcare System: A Strategic Management Case Study [PDF]

### u02d2 - Health Care Delivery in the 21st Century

Review the Milken Institute's 2014 presentation, *Healthcare Delivery in the 21st Century*, linked in the Resources. In this video, a panel of experts discusses 21st century advances in health care delivery, and how the delivery can enhance the quality of life for patients and their families.

In 350–500 words, identify specific examples of 21st century advances in health care delivery and assess ways in which these impact your strategic plan.

## Response Guidelines

Please respond to at least one other learner. Provide formative feedback, including critical questions to guide their process.

## Course Resources

### Graduate Discussion Participation Scoring Guide

#### u02d2 - Learning Components

- Use feedback from instructor and peers to improve writing skills.
- Apply graduate level skill in critical thinking, research, and writing.

## Unit 3 >> Health Care Environments: Internal Assessment

### Introduction

According to Zuckerman (2012), "The environmental assessment...has valid and important purposes that should be enumerated and highlighted at the start of the assessment....The environmental assessment largely sets the tone for the strategic plan and is an indicator for how the rest of the planning process is likely to unfold" (p. 35).

In this unit, you will look at strategic thinking and planning in relation to the internal environment of a health care organization. You will identify and analyze the key internal stakeholders, as well as major internal trends and uncertainties.

#### Reference

Zuckerman, A. (2012). *Healthcare strategic planning*. Chicago, IL: Health Administration Press.

### Learning Activities

#### u03s1 - Studies

### Readings

Use your *Healthcare Strategic Planning* text to review:

- Chapter 3, "Activity 1: Analyzing the Environment," pages 33–56.

Use the Capella University Library to read the following:

- Duncan, W., Ginter, P., & Swayne, L. (1998). [Competitive advantage and internal organizational assessment](#). *Academy of Management Executive*, 12(3), 6–16.

Use the Internet to access the following:

- Jensen, T. (2014). [SWOTT away distractions with successful analysis](https://thestartupgarage.com/swott-distractions-successful-analysis/). The Startup Garage. Retrieved from <https://thestartupgarage.com/swott-distractions-successful-analysis/>
- Tyler, C. (2012). [Effective SWOTT analysis implementation](http://www.business2community.com/strategy/effective-swott-analysis-implementation-0349700#FwOBzzTHJHwTCtu.97). Business 2 Community. Retrieved from <http://www.business2community.com/strategy/effective-swott-analysis-implementation-0349700#FwOBzzTHJHwTCtu.97>
- Vogan, P. (2006). [SWOTT your way to success](https://www.entrepreneur.com/article/83052). Entrepreneur. Retrieved from <https://www.entrepreneur.com/article/83052>
- Advisory Board. (2015). [Daily briefing primer: What's the difference between for-profit and not-for-profit hospitals?](https://www.advisory.com/daily-briefing/resources/primers/whats-the-difference-between-for-profit-and-not-for-profit-hospitals?) Retrieved from <https://www.advisory.com/daily-briefing/resources/primers/whats-the-difference-between-for-profit-and-not-for-profit-hospitals>

## Multimedia

- Click **SWOT Analysis and Organization Summary** and complete the interaction. Generate a PDF of your inputs. You will use this information to complete your Unit 6 assignment.

## Exemplar Resources

Use the Capella Library and Internet to access the following exemplar resources:

- Johns Hopkins. (2013). [John Hopkins medicine strategic plan](http://www.hopkinsmedicine.org/strategic_plan/_docs/JHM%20Strategic%20Plan_Sept2013.pdf). Retrieved from [http://www.hopkinsmedicine.org/strategic\\_plan/\\_docs/JHM%20Strategic%20Plan\\_Sept2013.pdf](http://www.hopkinsmedicine.org/strategic_plan/_docs/JHM%20Strategic%20Plan_Sept2013.pdf)
- Niles, N. J. (2010). [A case study in strategic financial planning in health service organizations](#). *Journal of Business Case Studies*, 6(5), 23–29.
- Howard, B. (2015). [St. Michael's Hospital strategic plan 2015–2018](https://www.youtube.com/watch?v=UQ3pOf5JLIM) [Video] | Transcript. Retrieved from <https://www.youtube.com/watch?v=UQ3pOf5JLIM>

## Course Resources

### SWOT Analysis and Organization Summary

#### u03s1 - Learning Components

- Examine how stakeholder needs and expectations impact a strategic plan.
- Review the information needed to conduct a SWOTT analysis.
- Research the types of methods used to analyze data.

#### u03a1 - Internal Environmental Analysis

Use the same organization used in Units 1 and 2 for this assignment.

Complete Worksheet 3, located in the Resources. You will use the output generated from the SWOT Analysis and Organization Summary multimedia piece from this unit's studies as well as linked in the Resources for this assignment. You will not submit the worksheet or the SWOT output, but will use their generated information to develop a report on the internal environment relevant to the organization you selected.

As you prepare your analysis, focus on:

- The economic and business conditions, premises, policies, and other related forces that impact your plan.
- The specific issues of health care management and policy.
- Differentiated markets and determinants of supply and demand in each market.

## Assignment Requirements

Use the information in Worksheet 3 and the SWOT output to prepare a 3–4 page report in which you:

- Identify the major internal stakeholders and describe their role in your strategic plan.
- Explain the basic internal trends, key uncertainties, and additional research needs.
- Identify the quantitative or qualitative methods needed to analyze the project.
- Describe internal barriers, including structural political policy and other barriers, to be addressed. How will you overcome these barriers?
- Analyze the financial performance and position of the company. How will the plan enhance performance and financial sustainability?
- Communicate in a manner that is consistent with professional expectations; create a document that is clearly written, well-organized, and generally free of grammatical errors.

Format your assignment as a report and be sure it is organized logically, using headings and sub-headings appropriately. Follow APA guidelines for in-text citations and references.

## Additional Requirements

- **Report length:** 3–4 double-spaced pages, not including title page and reference page.
- **References:** A minimum of three professional resources.
- **Format:** Use APA format for all in-text citations and references. Include a title page and reference page.
- **Font and font size:** Times New Roman, 12 point.

**Note:** Your instructor may also use the Writing Feedback Tool to provide feedback on your writing. In the tool, click the linked resources for helpful writing information.

Course Resources

[APA Style and Format](#)

[Capella Writing Center](#)

[Competitive Advantage and Internal Organizational Assessment](#)

[Daily Briefing Primer: What's the Difference Between For-Profit and Not-for-Profit Hospitals?](#)

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[Effective SWOTT Analysis Implementation](#)

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

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[Research Guide - MBA](#)

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[SWOTT Away Distractions with Successful Analysis](#)

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[SWOTT Your Way to Success.](#)

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[Writing Feedback Tool](#)

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Community Hospital Healthcare System: A Strategic Management Case Study [PDF]

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Worksheet 3 [DOC]

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[SWOT Analysis and Organization Summary](#) | [Transcript](#)

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### **u03d1 - Impact of Leadership and Structure**

Review the case study being used in this course or reflect on the organization you are using for the course project. Answer the following:

- What role does the board of directors play in a strategic plan?
- How does the organizational structure impact the success or failure of a strategic plan?
- What would make the performance stronger?

Your post should contain 250–350 words. Be sure you follow APA guidelines for citations and references.

## **Response Guidelines**

Please respond to at least one other learner. Provide formative feedback, including critical questions to guide their process.

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Course Resources

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Graduate Discussion Participation Scoring Guide

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[APA Style and Format](#)

#### u03d1 - Learning Components

- Examine how stakeholder needs and expectations impact a strategic plan.
- Apply graduate level skill in critical thinking, research, and writing.
- Research the financial performance of a health care organization.

#### u03d2 - Planning Process Conception

For this discussion, think about the Sample Strategic Plan you reviewed in Unit 1. How do the worksheets help you to conceptualize the strategic planning process?

Your post should contain 250–350 words. Be sure you follow APA guidelines for citations and references.

### Response Guidelines

Please respond to at least one other learner. Provide formative feedback, including critical questions to guide their process.

#### Course Resources

Graduate Discussion Participation Scoring Guide

Sample Strategic Plan [PDF]

[APA Style and Format](#)

#### u03d2 - Learning Components

- Apply graduate level skill in critical thinking, research, and writing.

## Unit 4 >> Organizational Direction

### Introduction

According to Zuckerman (2012), "Identifying organizational direction, initiates in earnest the process of looking forward to chart what the organization's future might be. This activity sets high-level direction encompassing mission, vision, overall organizational strategy, and values" (p. 57).

In this unit, you will analyze the relationship between a health care organization's mission, core values, and goals, and the development of a strategic plan. You will also look at how to integrate the needs and agendas of various internal and external organizational stakeholders into the strategic plan, the challenges created by organizational resistance to change, and the use of methodologies for evaluating the current status of the organization in relation to its broader environment.

#### Reference

Zuckerman, A. (2012). *Healthcare strategic planning*. Chicago, IL: Health Administration Press.

## Learning Activities

### u04s1 - Studies

## Readings

Use your *Healthcare Strategic Planning* text to read:

- Chapter 4, "Activity 2: Identifying Organizational Direction," pages 57–76.

Use the Internet to read the following:

- Schyve, P. M. (2009). [Leadership in healthcare organizations: A guide to Joint Commission leadership standards](https://www.jointcommission.org/assets/1/18/WP_Leadership_Standards.pdf). The Governance Institute. Retrieved from [https://www.jointcommission.org/assets/1/18/WP\\_Leadership\\_Standards.pdf](https://www.jointcommission.org/assets/1/18/WP_Leadership_Standards.pdf)
- Lindsey, J. S., & Mitchell, J. W. (2012). [Tomorrow's top healthcare leaders: 5 qualities of the healthcare leader of the future](http://www.beckershospitalreview.com/hospital-management-administration/tomorrows-top-healthcare-leaders-5-qualities-of-the-healthcare-leader-of-the-future.html). Becker's Hospital Review. Retrieved from <http://www.beckershospitalreview.com/hospital-management-administration/tomorrows-top-healthcare-leaders-5-qualities-of-the-healthcare-leader-of-the-future.html>

## Multimedia

- Click **Mission Statement** and complete the interaction. This will generate an e-mail of your inputs. You will use this information to complete your assignment for this unit.

#### Exemplar Resources

Use the Capella Library and Internet to access the following exemplar resources:

- Johns Hopkins. (2013). [John Hopkins medicine strategic plan](http://www.hopkinsmedicine.org/strategic_plan/_docs/JHM%20Strategic%20Plan_Sept2013.pdf). Retrieved from [http://www.hopkinsmedicine.org/strategic\\_plan/\\_docs/JHM%20Strategic%20Plan\\_Sept2013.pdf](http://www.hopkinsmedicine.org/strategic_plan/_docs/JHM%20Strategic%20Plan_Sept2013.pdf)
- Niles, N. J. (2010). [A case study in strategic financial planning in health service organizations](#). *Journal of Business Case Studies*, 6(5), 23–29.
- Howard, B. (2015). [St. Michael's Hospital strategic plan 2015–2018](https://www.youtube.com/watch?v=UQ3pOf5JLIM) [Video] | Transcript. Retrieved from <https://www.youtube.com/watch?v=UQ3pOf5JLIM>

## Course Resources

### Mission Statement

#### u04s1 - Learning Components

- Explain how a strategic plan supports the mission, objectives, and goals of a health care organization.

#### **u04d1 - Peer Feedback**

Post a draft of your Unit 4 assignment for peer review. Please post your draft early; this will give your fellow learners adequate time to provide feedback and enough time for you to incorporate feedback before your assignment is due.

### Response Guidelines

Please respond to at least one other learner. Provide formative feedback, including critical questions to guide their process.

## Course Resources

### Graduate Discussion Participation Scoring Guide

#### u04d1 - Learning Components

- Use feedback from instructor and peers to improve writing skills.

#### **u04a1 - Organizational Direction**

You will use the same organization used in the previous units for this assignment.

Complete Worksheet 4, located in the Resources. You will also use the output generated from the Mission Statement multimedia piece from this unit's studies and linked in the Resources. You will not submit the worksheet or the Mission Statement output, but will use the information to develop a report on the organization you selected. Incorporate the feedback you received on your draft from the discussion activity in this unit.

#### Assignment Requirements

Use the information from Worksheet 4 and the Mission Statement output to prepare a 3–4 page report that includes the following:

- Analyze the critical connections between the organization's mission, objectives, and goals, as well as the development and implementation of a strategic plan.
  - Briefly describe the organization's mission, objectives, and goals.
  - Briefly explain the importance of a strategic plan for an organization.
  - Explain the importance of a strategic plan to support an organization's mission, objectives, and goals.
- Explain the importance of integrating the needs and agendas of internal and external organizational stakeholders into the strategic plan.
- Identify appropriate methodologies for evaluating the current status of the organization in relation to its broader environment.
- Analyze the major sources of organizational resistance to change.
  - Identify the major sources of resistance to change.
  - Explain the challenges these create for the organizational leader.
  - Provide strategies for overcoming resistance to change.

Format your assignment as a report and be sure it is organized logically, using headings and sub-headings appropriately. Follow APA guidelines for in-text citations and references.

## Additional Requirements

- **Paper length:** 3–4 pages, not including title page and reference page.
- **References:** A minimum of three professional resources.
- **Format:** Use APA format for all in-text citations and references. Include a title page and reference page.
- **Font and font size:** Times New Roman, 12 point.

**Note:** Your instructor may also use the Writing Feedback Tool to provide feedback on your writing. In the tool, click the linked resources for helpful writing information.

### Course Resources

[APA Style and Format](#)

[Capella Writing Center](#)

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

[Leadership in Healthcare Organizations: A Guide to Joint Commission Leadership Standards](#)

[Mission Statement](#) | Transcript

[Research Guide - MBA](#)

[Tomorrow's Top Healthcare Leaders: 5 Qualities of the Healthcare Leader of the Future](#)

[Writing Feedback Tool](#)

## u04d2 - St. Michael's Hospital Strategic Plan

Review the Howard's *St. Michael's Hospital Strategic Plan 2015-2018* video, linked in the Resources. For this discussion, address the following:

- How well does the strategic plan align to the mission, vision, and values of St. Michael's?
- What are the strengths and weaknesses of the plan?
- What recommendations would you make to improve the plan?

Your post should contain 350–500 words. Be sure you follow APA guidelines for citations and references.

## Response Guidelines

Please respond to at least one other learner. Do you agree or disagree? Why?

### Course Resources

Graduate Discussion Participation Scoring Guide

[APA Style and Format](#)

### u04d2 - Learning Components

- Apply graduate level skill in critical thinking, research, and writing.
- Explain how a strategic plan supports the mission, objectives, and goals of a health care organization.

## Unit 5 >> A Fiscal Framework for Strategic Health Care Management

### Introduction

According to Zuckerman (2012):

Strategic planning at its essence is the process of making difficult choices among competing priorities and focusing the organization's limited resources on the areas that will yield the greatest payoff. For

strategic planning to be effective, that focus must be maintained throughout the process—and especially in this transition from vision to goals. (p. 78)

In this unit, you will focus on the development of a fiscal framework to maximize an organization's financial success. Specifically, you will examine how to set clear financial goals for an organization; identify issues, barriers, and constraints related to those goals; and develop strategies for addressing issues, barriers and constraints, and meeting financial goals.

#### Reference

Zuckerman, A. (2012). *Healthcare strategic planning*. Chicago, IL: Health Administration Press.

## Learning Activities

### u05s1 - Studies

## Readings

Use your *Healthcare Strategic Planning* text to read:

- Chapter 5, "Activity 3: Strategy Formulation," pages 77–102.
- Chapter 6, "Activity 4: Transitioning to Implementation," pages 103–130.

## Audiovisual Media

Use the Internet to access the following:

- The City Club Forum. (2014). [Healthcare delivery: From volume to value](#) [Video] | [Transcript](#). Retrieved from <http://player.pbs.org/viralplayer/2365365666>

## Exemplar Resources

Use the Capella Library and Internet to access the following exemplar resources:

- Johns Hopkins. (2013). [John Hopkins medicine strategic plan](#). Retrieved from [http://www.hopkinsmedicine.org/strategic\\_plan/\\_docs/JHM%20Strategic%20Plan\\_Sept2013.pdf](http://www.hopkinsmedicine.org/strategic_plan/_docs/JHM%20Strategic%20Plan_Sept2013.pdf)
- Niles, N. J. (2010). [A case study in strategic financial planning in health service organizations](#). *Journal of Business Case Studies*, 6(5), 23–29.
- Howard, B. (2015). [St. Michael's Hospital strategic plan 2015–2018](#) [Video] | [Transcript](#). Retrieved from <https://www.youtube.com/watch?v=UQ3pOf5JLIM>

## Optional Readings

If you so choose, use the Internet to read the following:

- Sussman, J. H., & Kelly, B. R. (2014). [Navigating the gap between volume and value: Assessing the financial impact of proposed health care initiatives and reform-related changes](#). Retrieved from [http://www.hpoe.org/Reports-HPOE/KH\\_NavGap\\_Guide.pdf](http://www.hpoe.org/Reports-HPOE/KH_NavGap_Guide.pdf)
- State of Tasmania: Department of Premier and Cabinet. (2017). [Project management fact sheet: Language matters \[PDF\]](#). Retrieved from [http://www.egovernment.tas.gov.au/\\_\\_data/assets/pdf\\_file/0010/78157/Language\\_Matters\\_Fact\\_Sheet.pdf](http://www.egovernment.tas.gov.au/__data/assets/pdf_file/0010/78157/Language_Matters_Fact_Sheet.pdf)
  - State of Tasmania ([Department of Premier and Cabinet](#)) 2017.

#### u05s1 - Learning Components

- Recognize the differences between quantitative and qualitative methods of analysis.
- Research methods of measuring organizational performance.
- Research strategies to improve organizational performance.
- Identify the financial requirements of a strategic plan.
- Examine different organizational structures.

#### u05d1 - Peer Feedback

Post a draft of your Unit 5 assignment for peer review. Please post your draft early; this will give your fellow learners adequate time to provide feedback and enough time for you to incorporate feedback before your assignment is due.

## Response Guidelines

Please provide feedback to at least one other learner. Provide formative feedback, including critical questions to guide their process.

Course Resources

Graduate Discussion Participation Scoring Guide

#### u05d1 - Learning Components

- Review strategic management plans.
- Use feedback from instructor and peers to improve writing skills.
- Compare strategies to determine which are appropriate for an organization.

#### u05a1 - Strategic Management Plan

Please read the entire set of instructions before you begin your work. You will submit your complete strategic management plan, including the final section or chapter that you will complete as part of this assignment.

You will use the same organization used in the previous units for this assignment.

Complete Worksheet 5, located in the Resources. Include details as shown in Exhibit 5.6 and Appendix 5.1 of the textbook. You will not submit the worksheet, but will use the information to develop the last section of your strategic management plan. Incorporate the feedback you received on your draft from the discussion activity in this unit.

## Assignment Requirements

Before beginning this assignment, review the exemplar strategic plans provided in the course resources:

- Johns Hopkins. (2013). Johns Hopkins Medicine strategic plan. Retrieved from [http://www.hopkinsmedicine.org/strategic\\_plan/\\_docs/JHM%20Strategic%20Plan\\_Sept2013.pdf](http://www.hopkinsmedicine.org/strategic_plan/_docs/JHM%20Strategic%20Plan_Sept2013.pdf)
- Niles, N. J. (2010). A case study in strategic financial planning in health service organizations. *Journal of Business Case Studies*, 6(5), 23–29.
- Howard, B. (2015). *St. Michael's Hospital strategic plan 2015–2018* [Video]. Retrieved from <https://www.youtube.com/watch?v=UQ3pOf5JLIM>
- Sample Strategic Plan [PDF].

These provide models for the development and format of your final plan.

Use the content developed in Units 1 through 4 and the information gathered from Worksheet 5 to prepare a strategic management report.

Essential elements of the report include:

- Develop clear, measurable objectives, and initiatives to meet the objectives for the organization.
- Analyze strategies and methods for meeting objectives and measuring success.
  - Identify the strategies and methods.
  - Explain how the strategies and methods are appropriate for the objectives.
  - Identify barriers and constraints to the objectives.
  - Explain the methods you will use to address the barriers and constraints.
- Develop comprehensive recommendations.
- Explain the financial requirements to meet the objectives.
- Recommend an organizational structure that would best position the organization as a leader in its market.
- Develop a summary.

Format your assignment as a report and be sure it is organized logically, using headings and sub-headings appropriately. Follow APA guidelines for in-text citations and references.

This is your strategy formation. It is the last section or chapter of your strategic plan.

### **How to use the content developed in Units 1 through 4:**

In Units 1 through 4, you gathered information and developed insights that define your organization. Use this content in two ways:

1. Base your objectives, strategies, methods, and recommendations on your findings. The material from these units is your background data.
2. Revise the submitted assignments to become summary statements for inclusion in the plan as appropriate.

Do not copy and paste the entire assignment from a unit into the strategic plan. Remember your audience is the Board of Directors and other organizational leaders. They are not expected to read the details of your background process.

You should organize your strategic management plan logically and include the following:

- Cover page.
- Table of Contents.
- Plan Overview.
- External Environment Review.
- Internal Environmental Analysis.
- Organizational Direction.
- Strategy Formation.
- Reference page.

## Additional Requirements

- **Plan length:** 14–19 double-spaced pages, not including title page and reference page.
- **References:** A minimum of 10 professional resources.
- **Format:** APA format for all in-text citations and references. Include a title page and reference page.
- **Font and font size:** Times New Roman, 12 point.

**Note:** Your instructor may also use the Writing Feedback Tool to provide feedback on your writing. In the tool, click the linked resources for helpful writing information.

Course Resources

[APA Style and Format](#)

[Capella Writing Center](#)

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

[Research Guide - MBA](#)

[Writing Feedback Tool](#)

[Healthcare Delivery: From Volume to Value \[Video\].\] Transcript](#)

[Johns Hopkins Medicine Strategic Plan](#)

[A Case Study in Strategic Financial Planning in Health Service Organizations](#)

[St. Michael's Hospital strategic plan 2015–2018 \[Video\].| Transcript](#)

Sample Strategic Plan [PDF]

Worksheet 5 [DOC]

Community Hospital Healthcare System: A Strategic Management Case Study [PDF]

## u05d2 - Effective Strategic Planning

According to Zuckerman (2012):

Strategic planning at its essence is the process of making difficult choices among competing priorities and focusing the organization's limited resources on the areas that will yield the greatest payoff. For strategic planning to be effective, that focus must be maintained throughout the process—and especially in this transition from vision to goals. (p. 78)

For this discussion:

- Explain how strategic planning is used to make difficult choices in an organization. Provide specific examples.
- Explain the process of prioritizing choices.

Your post should be between 250–350 words. Be sure you follow APA guidelines for citations and references.

## Response Guidelines

Please respond to at least one other learner. Provide formative feedback about making difficult choices and prioritizing choices.

Course Resources

Graduate Discussion Participation Scoring Guide

[APA Style and Format](#)

u05d2 - Learning Components

- Apply graduate level skill in critical thinking, research, and writing.

## Unit 6 >> Implementation

### Introduction

Per Zuckerman (2012):

At a minimum, actions for each objective need to be developed, and each action should be assigned to a primary party who will be responsible for directing and scheduling implementation....Making a smooth, effective, and ultimately successful transition from planning to implementation starts with a sound, well-understood implementation plan. (p. 105)

In this unit, you will synthesize the concepts you have learned in the course. You will demonstrate your learning by applying the concepts in a strategic management plan for a health care organization. Strategic plans are essential to the effective management and leadership of any health care organization. Implementation activities, such as organizational alignment and resource allocation, can be critical to the success of the organization itself. Though this course facilitates the development of such strategic plans, the actual implementation—translating strategy to action—is perhaps the most important aspect of strategic management. While the course format and time do not allow for this implementation, you are encouraged to share your planning ideas with senior leadership, if applicable, to encourage the additional experience of implementing plans.

#### Reference

Zuckerman, A. (2012). *Healthcare strategic planning*. Chicago, IL: Health Administration Press.

### Learning Activities

#### u06s1 - Studies

### Readings

Use your *Healthcare Strategic Planning* text to read:

- Chapter 8, "Realizing Benefits from Strategic Planning," pages 151–168.
- Chapter 9, "Making Planning Stick: From Implementation to Managing Strategically," pages 169–190.
- Chapter 10, "The Annual Strategic Plan Update," pages 191–204.
- Chapter 12, "Future Challenges for Strategic Planning and Planners," pages 221–232.

For information on how to write a strategic plan executive summary, you may wish to examine the following Internet resources:

- Thakur, S. (2011). [Tips on preparing an executive summary of a strategic plan](http://www.brighthub.com/office/entrepreneurs/articles/87293.aspx). Retrieved from <http://www.brighthub.com/office/entrepreneurs/articles/87293.aspx>
- Lumina Foundation. (2013). [Strategic plan 2013–2016 executive summary](https://www.luminafoundation.org/files/advantage/document/goal_2025/2013-Strategic_Plan-). Retrieved from [https://www.luminafoundation.org/files/advantage/document/goal\\_2025/2013-Strategic\\_Plan-](https://www.luminafoundation.org/files/advantage/document/goal_2025/2013-Strategic_Plan-)

## Multimedia

- Click **A Balanced Scorecard for Change** and complete the interaction. Generate a PDF of your inputs. You will use this information to complete your assignment for this unit.
- Click **Balanced Scorecard, Cause and Effect** to view the chain of cause and effect for both for-profit and not-for-profit organizations.
- Click **Balanced Scorecard** for how to apply a balance scorecard to vision and strategy.

## Audiovisual Media

Use the Internet to access the following:

- Berg, R. (2011). [7 steps to successful strategy and implementation](https://youtu.be/LkesApAMSQk) [Video] | Transcript. Retrieved from <https://youtu.be/LkesApAMSQk>
- Kaplan, R., & Norton, P. (2014). [The explainer: The balanced scorecard](https://hbr.org/video/3633937148001/the-explainer-the-balanced-scorecard) [Video] | Transcript. Harvard Business Review. Retrieved from <https://hbr.org/video/3633937148001/the-explainer-the-balanced-scorecard>

## Exemplar Resources

Use the Capella Library and Internet to access the following exemplar resources:

- Johns Hopkins. (2013). [John Hopkins medicine strategic plan](http://www.hopkinsmedicine.org/strategic_plan/_docs/JHM%20Strategic%20Plan_Sept2013.pdf). Retrieved from [http://www.hopkinsmedicine.org/strategic\\_plan/\\_docs/JHM%20Strategic%20Plan\\_Sept2013.pdf](http://www.hopkinsmedicine.org/strategic_plan/_docs/JHM%20Strategic%20Plan_Sept2013.pdf)
- Niles, N. J. (2010). [A case study in strategic financial planning in health service organizations](#). *Journal of Business Case Studies*, 6(5), 23–29.
- Howard, B. (2015). [St. Michael's Hospital strategic plan 2015–2018](https://www.youtube.com/watch?v=UQ3pOf5JLIM) [Video] | Transcript. Retrieved from <https://www.youtube.com/watch?v=UQ3pOf5JLIM>

### Course Resources

Balanced Scorecard

A Balanced Scorecard for Change

Balanced Scorecard, Cause and Effect

## u06s1 - Learning Components

- Research external trends that affect health care organizations.
- Identify likely barriers to a strategic plan from within a health care organization.
- Compare strategies to determine which are appropriate for an organization.
- Research strategies to improve organizational performance.

- Identify the resources, costs, and benefits of implementing a strategic management plan.

## u06a1 - Strategic Management Plan: Executive Summary and Implementation

Now that you have developed a strategic management plan, your next tasks as CEO of your chosen organization are to prepare an executive summary that calls out the main points of your plan, and to develop a presentation that addresses the implementation of your plan and will help you obtain buy-in for your plan.

You will use the same organization used in the previous units for this assignment.

Complete A Balanced Scorecard for Change multimedia piece, located in the Resources. You will not submit the PDF you generate, but will use the information to develop an executive summary and a PowerPoint presentation. Please note that you will not be required to deliver the presentation. You will also need to support the information you present in this assignment with references to at least 10 professional resources; you should already have at least 10 resources from your previous assignments.

The executive summary should be no more than 1–2 pages that summarize the key points of your strategic management plan. It allows busy executives to see the high points of a report or other document without the need to read the entire document. The use of bullet points within the executive summary is highly encouraged.

Your PowerPoint presentation should be developed with the board of directors and other key stakeholders in mind and will outline a strategy to implement your strategic management plan.

In the real world, you would typically have 15 minutes to present your PowerPoint and take questions. Therefore, it is very important to get your points across as directly and succinctly as possible. There is no required number of slides for your presentation; however, if you end up with less than eight slides, you may not be fully addressing the assignment. On the other hand, if your presentation is more than 15 slides, you would likely not be able to make your presentation in the allotted time. Be direct, be clear, be succinct; and be sure you use the notes feature to expand the points on each slide of your presentation.

### Assignment Requirements

#### Part 1: Executive Summary

Draft a 1–2 page executive summary in which you:

- Evaluate the role of an effective planning process in the strategic management of the health care organization.
  - Briefly explain the planning process and key roles and analyze the planning strategies used in the past in relation to their successes and failures.
- Apply strategic management principles to analyze the mission, vision, core values, goals, and governance of the health care organization.
  - Briefly explain the connection between the mission, vision, core values, goals, and governance of the organization and the strategic planning process used.
- Analyze the effect of internal and external environments on the strategic planning process.

- Briefly explain how the internal and external factors affect both the operational and financial aspects of strategic planning.
- Recommend strategies to improve the operational and financial components of the health care organization.

Be sure you include a title page and reference page for any resources cited in the summary, even though these would all typically be included in the longer report that you submitted in Unit 5.

## Part 2: PowerPoint Presentation

Prepare a PowerPoint presentation that explains the implementation of your strategic management plan. Include the following:

- Define the primary problem that is being addressed.
- Provide your ultimate recommendation to address the problem. This should be based on and supported by the analyses you conducted in previous assignments.
- Explain the resources needed to implement your recommendation.
  - Human resources.
  - IT resources.
  - Other resources.
- Explain the costs associated with implementing your recommendation. (Note: this does not require providing dollar estimates; this is only an explanation of the types of costs that would be associated with implementing your strategic plan.)
  - Will the plan require additional staff and training?
  - Will the plan require new or additional software or hardware and training?
- Analyze the benefits of implementing your plan in terms of:
  - Quality health care service delivery.
  - Quality of work environment for staff.
  - Addressing changes in the external environment over the next five years.
  - Addressing the needs of stakeholders.
- A conclusion that asks for stakeholder buy-in.

Keep your intended audience in mind as you prepare your presentation. Visual appeal should be considered, as should the items you include on each slide. Remember to use the speaker notes to expand your talking points and provide any references. You should be sure to include a title slide that accurately describes your presentation, as well as a reference slide for any resources cited.

**Please note:** You *must* submit both parts of this assignment at the same time. If you submit one part without also attaching the other, you will not be able to submit the other.

## Additional Requirements

### Executive Summary

- **Length:** 1–2 pages, not including title page and reference page.
- **Resources:** A minimum of three professional resources.
- **Format:** APA format for all in-text citations and references. Include a title page and a reference page.

- **Font and font size:** Times New Roman, 12 point.

## PowerPoint Presentation

- **Length:** At least eight slides, but no more than 15 slides.
- **Resources:** At least 10 professional resources.
- **Format:** APA format for all in-text citations and references. Include a title slide and a reference slide.
- **Font and font size:** You may use any font you wish for the PowerPoint; just be sure it can be easily read by your audience. Consult Guidelines for Effective PowerPoint Presentations [PPTX], linked in the Resources, for best practices regarding presentation style choices.

**Note:** Your instructor may also use the Writing Feedback Tool to provide feedback on your writing. In the tool, click the linked resources for helpful writing information.

### Course Resources

[APA Style and Format](#)

[A Balanced Scorecard for Change | Transcript](#)

[Capella Writing Center](#)

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

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

[Research Guide - MBA](#)

[Strategic Plan 2013–2016 Executive Summary](#)

[Tips on Preparing an Executive Summary of a Strategic Plan](#)

[Writing Feedback Tool](#)

## u06d1 - Course Reflection

For this final discussion, think back over the last six weeks and answer the following:

- What were the most challenging aspects of the strategic plan to develop?
- What challenges did you face? How did you address these challenges?