

Syllabus

Course Overview

In this course, you will examine strategic orientations, planning, and decision making in health care organizations and environments. Specifically, you will:

- Consider the political, legal, regulatory, organizational, demographic, and multicultural implications of strategic planning decisions and the ways they impact communities and populations.
- Define best practices for a health care organization's staff development. Prioritize organizational and regulatory needs with feasible cost-effective solutions.

In addition, you will develop a long-term strategic health care plan that includes information on human resource requirements, technology needs, and financial implications.

Discussion Requirements

The requirements for unit discussion postings and peer responses are provided in the School of Nursing and Health Sciences faculty expectations message. Be sure to review these requirements, which apply to all discussions. Contact your faculty member if you have questions.

When you incorporate another writer's ideas in your work (as a quotation, paraphrase, or summary) to support your position or substantiate a claim, be sure to give credit to that writer in a correctly-formatted APA in-text citation. In addition, be sure to provide the full reference for the source. Remember that an APA citation, when paraphrasing or summarizing, includes both the in-text citation (the author's last name and the year of publication) and the full reference for the source. When quoting directly, be sure to include quotation marks and the page or paragraph number in the citation.

Audio Recording

As part of this course, you are required to record the audio portion of a slide presentation that you will develop in Unit 9. You may use Kaltura or similar software. Refer to [Using Kaltura \[PDF\]](#) for more information about this courseroom tool.

To record your presentation, you will need a built-in or external microphone. If you do not already have this hardware, headsets with microphones are available for purchase from the [Capella University Bookstore](#). See Unit 9 for more information about this activity, and be sure to set up and test your equipment ahead of time.

Note: If you use assistive technology or any alternative communication methods to access course content, please contact DisabilityServices@capella.edu with any access-related questions or to request accommodations.

Course Competencies

(Read Only)

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

- 1 Analyze organizational structure, design, culture, and climate in relation to environmental forces.
- 2 Develop a strategic organizational plan that provides human and financial resources to support targeted organizational outcomes.
- 3 Recommend an organizational structure and design to optimize a strategic plan.
- 4 Communicate in a manner that is scholarly, professional, and consistent with expectations for professionals in health care administration.

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. Headsets and webcams are available for purchase at the Capella University [Bookstore](#). 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.

Presentation hardware.

External or built-in microphone

Broadband Internet connection

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.

- Bettencourt, L. A., Lusch, R. F., & Vargo, S. L. (2014). [A service lens on value creation: Marketing's role in achieving strategic advantage](#). *California Management Review*, 57(1), 44–66.
- Burton, D. A. (2015). [6 predictions for health care and population health](#). *Healthcare Financial Management*, 69(4), 58–63.
- Cattinelli, I., Bolzoni, E., Barbieri, C., Mari, F., Martin-Guerrero, J. D., Soria-Olivas, E., Gatti, E. (2012). [Use of self-organizing maps for balanced scorecard analysis to monitor the performance of dialysis clinic chains](#). *Health Care Management Science*, 15(1), 79–90.
- Clarke, S. F. (2017). [Strategic operational planning: Why healthcare organizations need to adopt this dual approach under population health management](#). *Medical Practice Management*, 33(1), 15–18.
- Daly, R. (2014). [The structure of value](#). *Healthcare Financial Management*, 68(1), 56–63.
- Dibrell, C., Craig, J. B., & Neubaum, D. O. (2014). [Linking the formal strategic planning process, planning flexibility, and innovativeness to firm performance](#). *Journal of Business Research*, 67(9), 2000–2007.
- Fenner, M. (2017). [Mission, vision, values](#). *Leadership Excellence Essentials*, 34(10), 31.
- Fry, A., & Baum, N. (2016). [A roadmap for strategic planning in the healthcare practice](#). *The Journal of Medical Practice Management*, 32(2), 146–149.
- Ginter, P. M., Duncan, W. J., & Swayne, L. E. (2018). [Strategic management of health care organizations \(8th ed.\)](#). Hoboken, NJ: Wiley.
- Hegwer, L. R. (2014). [Digging deeper into data](#). *Healthcare Financial Management*, 68(2), 80–84.
- Kapoor, S., & Kaur, M. (2017). [Basel III norms: A SWOT and TOWS approach](#). *Vision*, 21(3), 250–258.

- Kronenburg, M. A. (2014). [Evaluating important healthcare management competency areas and preparation for healthcare reforms.](#) *International Journal of Business and Public Administration*, 11(2), 31–40.
- Malenko, N. (2014). [Communication and decision-making in corporate boards.](#) *Review of Financial Studies*, 27(5), 1486–1532.
- Meyer, C. K., Clapham, S. E., & Lemke, A. (2014). [Strategic planning at UnityTrust Hospital.](#) *Journal of Business and Behavioral Sciences*, 26(3), 112–126.
- Ojala, M. (2017). [Locating and creating SWOT analyses.](#) *Online Searcher*, 41(1), 59–62.
- Porter, M. E., & Lee, T. H. (2015). [Why strategy matters now.](#) *The New England Journal of Medicine*, 372(18), 1681–1684.
- Roth, W. F. (2015). [Strategic planning as an organization design exercise.](#) *Performance Improvement*, 54(6), 6–12.
- Sasse, C. M., Tocco, A. L., & Dockins, J. (2014). [Specialty clinics: Surviving in a for-profit healthcare world.](#) *Journal of Case Studies*, 32(2), 33–48.
- Scott, B. C. (2015). [Hospital boards—Why quality and safety matter.](#) *Physician Leadership Journal*, 2(1), 62–64.
- Shahmoradi, L., Darrudi, A., Arji, G., & Nejad, A. F. (2017). [Electronic health record implementation: A SWOT analysis.](#) *Acta Medica Iranica*, 55(10), 642–649.
- Stone, D. F. (2016). [A few bad apples: Communication in the presence of strategic ideologues.](#) *Southern Economic Journal*, 83(2), 487–500.
- Sull, D., Turconi, S., & Sull, C. (2018). [Six steps to communicating strategic priorities effectively.](#) *MIT Sloan Management Review*, 59(3), 1–4.
- Zuckerman, A. (2014). [Successful strategic planning for a reformed delivery system.](#) *Journal of Healthcare Management*, 59(3), 168–172.

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.

- Balanced Scorecard Institute. (n.d.). [Creating organizational strategic alignment.](https://balancedscorecard.org/Resources/Cascading-Creating-Alignment) Retrieved from <https://balancedscorecard.org/Resources/Cascading-Creating-Alignment>
- Balanced Scorecard Institute. (n.d.). [What is strategic planning?](https://balancedscorecard.org/Resources/Strategic-Planning-Basics) Retrieved from <https://balancedscorecard.org/Resources/Strategic-Planning-Basics>
- O'Dell, G. J., & Aspy, D. J. (2015). [American Hospital Association 2016 environmental scan \[PDF\].](http://www.hhnmag.com/) Available from <http://www.hhnmag.com/>

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.

- Ben Barka, H., & Dardour, A. (2015). Investigating the relationship between director's profile, board interlocks and corporate social responsibility. *Management Decision*, 53(3), 553–570.
- García-Sánchez, I., Rodríguez-Domínguez, L., & Frías-Aceituno, J. (2015). Board of directors and ethics codes in different corporate governance systems. *Journal of Business Ethics*, 131(3), 681–698.
- Hansen, E. G., & Schaltegger, S. (2016). [The sustainability balanced scorecard: A systematic review of architectures](#). *Journal of Business Ethics*, 133(2), 193–221.
- Hoque, Z. (2014). [20 years of studies on the balanced scorecard: Trends, accomplishments, gaps and opportunities for future research](#). *The British Accounting Review*, 46(1), 33–59.
- Humphreys, K. A., Gary, M. S., & Trotman, K. T. (2016). [Dynamic decision making using the balanced scorecard framework](#). *Accounting Review*, 91(5), 1441–1465.
- Llach, J., Bagur, L., Perramon, J., & Marimon, F. (2017). [Creating value through the balanced scorecard: How does it work?](#) *Management Decision*, 55(10), 2181–2199.
- Wolf, C., & Floyd, S. W. (2017). [Strategic planning research: Toward a theory-driven agenda](#). *Journal of Management*, 43(6), 1754–1788.

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.

- Microsoft. (n.d.). [Record a slide show with narration and slide timings](https://support.office.com/en-us/article/Record-a-slide-show-with-narration-and-slide-timings-0b9502c6-5f6c-40ae-b1e7-e47d8741161c?ui=en-US&rs=en-001&ad=US). Retrieved from <https://support.office.com/en-us/article/Record-a-slide-show-with-narration-and-slide-timings-0b9502c6-5f6c-40ae-b1e7-e47d8741161c?ui=en-US&rs=en-001&ad=US>
- U.S. Department of Education. (n.d.). [Family Educational Rights and Privacy Act \(FERPA\)](https://www.ed.gov/policy/gen/guid/fpco/ferpa/index.html) <https://www.ed.gov/policy/gen/guid/fpco/ferpa/index.html>
- U.S. Department of Health & Human Services. (n.d.). [Summary of the HIPAA privacy rule](https://www.hhs.gov/hipaa/for-professionals/privacy/laws-regulations/index.html) <https://www.hhs.gov/hipaa/for-professionals/privacy/laws-regulations/index.html>

Unit 1 >> Strategic Management in Health Care Organizations

Introduction

Strategic management is an integral function of the executive leadership team. In the past, strategic management was a separate discipline that acted in accordance with the executive leadership team. In recent years, strategic management has evolved into a promising new role that is inseparable from the leadership functions. Although health care is viewed as a unique environment, it requires a strong vision and a results-oriented plan for success. This unit reveals why health care requires attention to strategic management at the executive level.

The health care industry has made significant changes in the last 50 years. Today, health care executives must consider such questions as, "What will the picture look like in five years?" and "Will a new health care delivery system be created in the United States?" Think about telemedicine and SMART watches, combined with other wearables, as clues to the evolution of health care. In this unit, we consider methods of developing rational, well-planned responses to a changing health care environment.

Health care organizations need strategic management because of the many environmental changes. These include changes in legislation, the economy, demographics, and the social environment, as well as in the technological and competitive environments. These changes are outlined in more detail by Ginter, Duncan, and Swayne in *Strategic Management of Health Care Organizations*. The rate of change is increasing, and the phenomenon has been named "white water change." The only way to cope with white water change is to strategically manage it.

Strategic management is an externally-oriented philosophy of managing an organization. Strategic management links strategic thinking and analysis to organizational action. As an explicit philosophy of managing, and without some type of organizing framework, strategic management becomes an overwhelming task. This unit breaks the process down into analytical or rational approaches that focus on developing a logical sequence of steps.

Learning Activities

Readings

From the Capella University Library, read:

- In [Strategic Management of Health Care Organizations](#):
 - Chapter 1, “The Nature of Strategic Management,” pages 1–36.
 - Resource 1, “Analyzing Strategic Health Care Cases,” pages 431–442.
 - This appendix provides a macro-level overview of case analysis, which can be utilized as a resource for the course assignments.
- Hegwer, L. (2014). [Digging deeper into data](#). *Healthcare Financial Management*, 68(2), 80–84.
- Sasse, C. M., Tocco, A. L., & Dockins, J. (2014). [Specialty clinics: Surviving in a for-profit healthcare world](#). *Journal of Case Studies*, 32(2), 33–48.

From the Internet, read:

- O'Dell, G. J., & Aspy, D. J. (2015). [American Hospital Association 2016 environmental scan \[PDF\]](#). Available from <http://www.hhnmag.com>

APA Style Resources

Capella uses the *Publication Manual of the American Psychological Association* (commonly referred to as the APA Manual) as its style guide for scholarly writing. Using a single publication manual ensures a consistent style across degrees, programs, and schools, and APA style is well respected and widely used in scholarly works and academic publications.

For your program, Capella provides a selection of online resources designed to help you understand APA style and use it effectively. Please visit Capella’s [APA Module](#) for more information.

Optional Resources

Readings

- Hansen, E. G., & Schaltegger, S. (2016). The sustainability balanced scorecard: A systematic review of architectures. *Journal of Business Ethics*, 133(2), 193–221.
- Hoque, Z. (2014). 20 years of studies on the balanced scorecard: Trends, accomplishments, gaps and opportunities for future research. *The British Accounting Review*, 46(1), 33–59.

Use the following resources to improve your writing skills and find answers to specific questions.

- [Academic Honesty & APA Style and Formatting](#).
- [Introduction to the Writing Center](#).

Library Research

Use the following resources to help with any required or self-directed research you do to support your coursework.

- [Capella University Library](#).
- [Health Administration Masters Research Guide](#).
- [Journal and Book Locator Library Guide](#).
- [Library Research and Information Literacy Skills](#).

ePortfolio

- [ePortfolio](#).
- [Online ePortfolio Guidelines \[PDF\]](#).

u01s1 - Learning Components

- Analyze the competitive environment.
- Analyze strategic management models.
- Interpret organizational strategies.

u01s2 - Your Online ePortfolio

Online ePortfolios serve two key purposes: 1) to support learning and reflection, and 2) to be used as a showcase tool. Your learning journey can be documented, and ePortfolios contribute to lifelong learning and growth through reflection and sharing. Online ePortfolios can also be shared with employers and peers to present artifacts that demonstrate your accomplishments at Capella.

Using ePortfolio to Prepare for Your Capstone

Your program may culminate in a capstone course. At that time you may be required to show evidence of your learning throughout the program by referring to multiple assessments that you have created. You will be telling a story about your learning throughout the program using artifacts you have collected during many of these courses.

Using ePortfolio to Build Your Career

As you are preparing to tell your story in the professional world, leverage your ePortfolio artifacts to demonstrate the knowledge and competencies you have gained through your program in professional conversations, performance reviews, and interviews.

To do that, reflect on the knowledge and skills you have gained from your courses and the elements you have put in your portfolio, along with how you have already applied these things to your professional life or how you might apply them in the future.

Next, create your story or talking points to tell your professional story.

The Capella [Career Center](#) offers the resources to help you enhance your materials, including:

- [Portfolio and Work Samples](#).
- [Competency Translator \[PDF\]](#).
- [Accomplishment Focused Bullet Points \[PDF\]](#).

Saving Your Documents to ePortfolio

You will need a place to store your documents in an organized fashion so that you can access them at a later date. Do not rely on the courseroom to store your assignments for you as you will lose access to the courseroom after you have completed the course. Capella uses a cloud-based portfolio platform to facilitate your organization of the artifacts you create throughout your program.

To make an online portfolio useful, it is essential that it is organized clearly and that important files of any format are accessible. Read the [Online ePortfolio Guidelines \[PDF\]](#) to ensure you set up your online portfolio correctly. For more information on [ePortfolio](#) visit the Campus ePortfolio page.

Privacy Statement

Capella complies with privacy laws designed to protect the privacy of personal information. While you may voluntarily share your own information publicly, you are obligated to protect the personal information of others that may be associated with your academic or professional development. Before sharing information and material in any ePortfolio that is set up to be shared externally to your program at Capella, please consider privacy obligations in relation to protected populations who may be included or referenced in your academic or clinical work. Refer to the [Family Educational Rights and Privacy Act \(FERPA\)](#) and/or the [Health Insurance Portability and Accountability Act \(HIPAA\)](#) if you have specific questions or concerns about your choices.

u01d1 - Analytical Model

Note: Remember to adhere to the requirements for initial discussion postings and responses addressed in the School of Nursing and Health Sciences faculty expectations message.

- Compare the analytical model of strategic management with the emergent learning model in health care.
- Provide a logical review of the analytical strategy within the current environment of a chosen health care organization.

Response Guidelines

Read and respond your colleagues' posts. Try to comment on those that have had few or no responses thus far.

Course Resources

Graduate Discussion Participation Scoring Guide

u01d1 - Learning Components

- Analyze strategic management models.
- Evaluate analytical strategies.

Unit 2 >> External Environment Analysis

Introduction

This unit explores and evaluates different techniques of assessing the external environment. The essential reason for an environmental analysis is to eliminate surprises in the external environment and strategically position the organization within its environment. Organizations can identify current strategic issues and detect weak signals of change to prepare for the future.

The technique selected for an environmental analysis depends on factors such as the size of the organization, diversity of products and services, and complexity and size of the markets (Ginter, Duncan, & Swayne, 2018). Small organizations do not have a great deal of multiplicity, and have well-defined service areas, usually defined by zip codes. Therefore, uncomplicated analytical practices can be used within the organization. Some of these organizations include:

- Independent hospitals.
- HMOs.
- Rural and community hospitals.
- Large group practices.
- Long-term care facilities.
- Hospices.
- County public health departments.
- Freestanding facilities.
- Telehealth organizations.

Although the overall intent of an environmental analysis is to position the organization within its environment, more specific goals may be identified. According to Ginter, Duncan, and Swayne (2018), specific goals of an environmental analysis are:

- To identify and analyze current important issues and changes that will affect the organization.
- To detect and analyze early or weak signals of emerging issues and changes that will affect the organization.
- To speculate on the likely future issues and changes that will have significant impact on the organization.
- To classify and order issues and changes generated by the outside organization.
- To provide organized information for the development of the organization's internal analysis, mission, vision, values, goals, and strategy.
- To foster further strategic thinking throughout the organization (p. 39).

Understanding competitive advantage requires a clear understanding of the organization's environmental influences, including:

- Significant changes in the health care environment.
- Effectiveness, or doing the right things.
- Efficiency, or doing things right.

Health care executives never have access to all the information, although active environmental analyses can help uncover the majority of issues that will affect the organization. Understanding signals that indicate what requirements must be met in the near future for the organization to survive improves the chances for success. Environmental analysis provides a base of information with which to identify, analyze, anticipate, and plan for changes in the environment.

Reference

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

Learning Activities

u02s1 - Studies

Readings

From the Capella University Library, read:

- In [Strategic Management of Health Care Organizations](#):
 - Chapter 2, “External Analysis,” pages 37–78.
 - Chapter 3, “Service Area Competitor Analysis,” pages 79–120.
- Dibrell, C., Craig, J. B., & Neubaum, D. O. (2014). [Linking the formal strategic planning process, planning flexibility, and innovativeness to firm performance](#). *Journal of Business Research*, 67(9), 2000–2007.
- Zuckerman, A. (2014). [Successful strategic planning for a reformed delivery system](#). *Journal of Healthcare Management*, 59(3), 168–172.

Multimedia

Complete the following Capella multimedia presentation:

- [The External Environment of a Health Care Organization](#).
 - This illustration depicts the three major aspects of the external environment health care organizations must consider when conducting an environmental analysis. They include the general environment, the health care environment, and the service area.

Optional Resources

Scholarly Writing and APA Style

Use the following resources to improve your writing skills and find answers to specific questions.

- [Academic Honesty & APA Style and Formatting](#).
- [APA Module](#).
- [Introduction to the Writing Center](#).

Library Research

Use the following resources to help with any required or self-directed research you do to support your coursework.

- [Capella University Library](#).

- [Health Administration Masters Research Guide](#).
- [Journal and Book Locator Library Guide](#).
- [Library Research and Information Literacy Skills](#).

ePortfolio

- [ePortfolio](#).
- [Online ePortfolio Guidelines \[PDF\]](#).

u02s1 - Learning Components

- Analyze the competitive environment.
- Interpret organizational strategies.

u02s2 - Assignment Preparation

In your upcoming Unit 3 assignment, you will perform an environmental analysis of a health care organization.

To prepare for the assignment, you may wish to:

- Review the assignment instructions and scoring guide to ensure that you understand the work you will be asked to complete.
- Reflect on the studies and discussions you have completed so far, and consider how the content of these activities might inform your approach to this assignment.
- Ask your faculty member any questions you have at this time about the assignment.

Note: Remember that you can submit all, or a portion of, your draft analysis to [Smarthinking Tutoring](#) for feedback, before you submit the final version for this assignment. If you plan on using this free service, be mindful of the turnaround time of 24–48 hours for receiving feedback.

u02d1 - Influential Organizations

Note: Remember to adhere to the requirements for initial discussion postings and responses addressed in the School of Nursing and Health Sciences faculty expectations message.

- Explain why it is important to discover influential organizations in the external environment.
- Conduct a service area competitor analysis for your health care organization.

Response Guidelines

Read and respond your colleagues' posts. Try to comment on those that have had few or no responses thus far.

Course Resources

Graduate Discussion Participation Scoring Guide

u02d1 - Learning Components

- Analyze the competitive environment.
- Identify service area competitors.

u02d2 - Selecting a Health Care Organization

Note: Remember to adhere to the requirements for initial discussion postings and responses addressed in the School of Nursing and Health Sciences faculty expectations message.

Each of the assignments in this course is based on a particular health care organization of your choice. For this discussion, choose your organization and post your selection. Include the sector this organization is part of and the reason you chose that organization. Your instructor will respond and approve your selection or provide additional insight for follow-up.

You may choose the organization in which you currently work, an organization you would like to work for in the future, or an organization about which you would like to learn more. You may select an organization from any of the following sectors. You may also make your selection from a sector not listed here that directly reflects your career plans.

- Long-term care.
- Mid-sized facility.
- Behavioral health hospital.

- Large urban hospital.
- Small rural hospital.
- Freestanding facility.
- Telehealth organization.
- Government/military.
- Integrated delivery network (IDN).

Make your selection carefully. If you choose your own organization, it will be easier to obtain the kind of information you need to complete the assignment. If you do not select your own organization, you might want to consider a larger health care provider (for example, Cigna, Kaiser Permanente, UnitedHealth Group, Blue Cross Blue Shield) that publishes the organization's directional strategy. You may also select a type of organization from the list provided, but recognize you will still be expected to gather marketing information, benchmark data, financial summaries, et cetera.

Response Guidelines

It is not necessary to post a peer response in this discussion.

Course Resources

Graduate Discussion Participation Scoring Guide

Unit 3 >> Internal Environment Analysis

Introduction

This unit shifts focus from the external environment to the internal environment. Identifying analysis techniques for assessing competitive advantage is important for building health care strategy. Sustaining health care competitive advantage requires that managers and leaders understand environmental demands to assist with minimizing weakness and threats from the external environment.

Health care costs continue to rise, exceeding corporate profits. Businesses are increasingly concerned with their ability to provide health care services to their employees. Does the focus on cost take away from, or otherwise affect, the value of the services provided? Imagine a health care facility that really created value for its customers. How could this facility sustain value while facing increased costs? The internal environment assessment provides organizations with a way of monitoring and measuring the

value of the service provided. Organizations are successful only when they create value. Value chain analysis relates to developing sustainable competitive advantage.

The internal environment of an organization contains capabilities and resources that provide a foundation for competitive advantage. The capabilities include human capital and professional services. The resources are the tangibles that add to the products and services. Identification of strengths and weaknesses allows organization leaders to evaluate for competitive relevance and focus on competition.

The value chain is integral to the search for competitive advantage. When strategic leaders look to develop strategically relevant strengths and weaknesses into a competitive advantage, the investigation should be in areas where the opportunity to create value occurs. Value creation is the underlying basis for successful competition in all industries. Although value creation is discussed more today, it has always been the key to success in competitive industries. The old saying "people will pay for value" is no less true in health care than in any other industry. Price is important, but other factors affect a consumer's perception of price. For example, when given a choice, people often select a more expensive health insurance plan, because they are willing to pay more for choice of a physician, convenience of providers, and numerous other factors.

Learning Activities

u03s1 - Studies

Readings

From the Capella University Library, read:

- In [Strategic Management of Health Care Organizations](#):
 - Chapter 4, "Internal Analysis and Competitive Advantage," pages 121–162.
- Bettencourt, L. A., Lusch, R. F., & Vargo, S. L. (2014). [A service lens on value creation: Marketing's role in achieving strategic advantage](#). *California Management Review*, 57(1), 44–66.
- Cattinelli, I., Bolzoni, E., Barbieri, C., Mari, F., Martin-Guerrero, J. D., Soria-Olivas, E., . . . Gatti, E. (2012). [Use of self-organizing maps for balanced scorecard analysis to monitor the performance of dialysis clinic chains](#). *Health Care Management Science*, 15(1), 79–90.
- Roth, W. F. (2015). [Strategic planning as an organization design exercise](#). *Performance Improvement*, 54(6), 6–12.

Multimedia

Complete the following Capella multimedia presentations:

- [The Value Chain](#).
 - This media piece visually presents the value chain for a health care organization. The value chain provides a framework for assessing an organization's internal environment. You will be able to click on the various value adding components to learn more about each.
- [Retail Stores and Key Success Factors](#).
 - In this interactive exercise, you will complete a strategic map for a chain of retail stores based on price, quality, and number of locations. Then, you will examine one of the store's key success factors, such as market position, financial risk, et cetera.

Optional Resources

Readings

- Dibrell, C., Craig, J. B., & Neubaum, D. O. (2014). Linking the formal strategic planning process, planning flexibility, and innovativeness to firm performance. *Journal of Business Research*, 67(9), 2000–2007.
- Wolf, C., & Floyd, S. W. (2017). Strategic planning research: Toward a theory-driven agenda. *Journal of Management*, 43(6), 1754–1788.

Scholarly Writing and APA Style

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- [Journal and Book Locator Library Guide](#).
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ePortfolio

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u03s1 - Learning Components

- Analyze organizational performance.
- Assess key organizational strengths and weaknesses.

u03a1 - Current Environmental Analysis

Professional Context

Health care organizations have embraced strategic management and developed unique processes for their industry. Health care leaders have found that strategic thinking, planning, and managing strategic momentum are essential for coping with the health care industry's dynamics. Strategic management has become the single clearest demonstration of effective leadership in health care organizations.

Health care organization leaders need to understand the external environment in which they operate and anticipate and respond to the significant shifts taking place within that environment. An organization engages in service area competitor analysis to:

- Determine the geographic service area.
- Analyze the competitors within that service area for strengths and vulnerabilities.
- Assess the impact of its strategic actions against specific competitors.
- Anticipate potential actions a competitor might take that would endanger the organization's market position.

Analyzing competitors assists organizations in identifying their competitive advantage—the basis on which they are willing to compete. Evaluating the organization's internal environment is also critical. This requires evaluating such functional areas as clinical operations, information systems, marketing, clinical support, human resources, financial administration, and so on. In an internal environmental analysis, leaders carefully examine each function or organizational subsystem and then develop and analyze a list of strengths and weaknesses for each. This approach has been successful in some cases; however, an internal environmental analysis alone does not adequately address strategic issues.

This assignment provides an opportunity for you to perform an environmental analysis of a health care organization. An environmental analysis enables the organization to identify current challenges and opportunities in preparation for future strategic planning and goal identification. Insightful diagnosis of a company's external and internal environments is a prerequisite for managers to succeed in crafting a strategy that is an excellent fit within the company's operations. These evaluations assist the organization in fostering alternative strategies and business models that culminate in leaders choosing a specific strategy.

By successfully completing this assignment, you will demonstrate your proficiency in the following course competencies and assignment criteria:

- Competency 1: Analyze organizational structure, design, culture, and climate in relation to environmental forces.
 - Identify key industry structural features determining the forces governing competition.
- Competency 3: Recommend an organizational structure and design to optimize a strategic plan.
 - Evaluate a health care organization's directional strategy, as reflected in its vision, mission, and values.
- Competency 4: Communicate in a manner that is scholarly, professional, and consistent with expectations for professionals in health care administration
 - Write a clear, concise, well-organized, professional, and generally error-free environmental analysis that supports conclusions with relevant evidence.
 - Follow current APA formatting and style guidelines for citations and references.

Scenario

Your boss is responsible for updating the organization's strategic plan. She has asked you to do some of the legwork and complete an environmental analysis. This analysis will help your organization scan the external and internal environments and identify current challenges and opportunities that will enable it to prepare for the future.

Instructions

Analyze your selected organization's external and internal environments.

Note: You will make use of this analysis in your Unit 5 assignment and later in this course.

You may use any contemporary environmental analysis tool included in the strategic management planning process to conduct your analysis. Examples include PESTLE analysis, Michael Porter's Five Forces model, Levels of Competition model, et cetera.

Remember, your analysis must address both your selected organization's external and internal environments. In addition, your analysis must include all of the following elements:

Environmental Analysis Requirements

- The requirements, outlined below, correspond to the grading criteria in the Current Environmental Analysis Scoring Guide, so be sure to address each point. Read the performance-level descriptions for each criterion to see how your work will be assessed.
 - Evaluate the organization's directional strategy, as reflected in its vision, mission, and values.

- Identify key industry structural features determining the forces governing competition.
- Write a clear, concise, well-organized, professional, and generally error-free environmental analysis that supports conclusions with relevant evidence.
- Follow current APA formatting and style guidelines for citations and references.

Document Format and Length

- You may write your environmental analysis using a familiar and appropriate document format used by health care organizations, such as a memo, business report, or white paper. Adhere to APA style and formatting guidelines for citations and references, and include a references page at the end of your document.
- Your written analysis should be 5–7 pages in length (double-spaced).

Supporting Evidence

- Cite a minimum of six references to current scholarly and authoritative sources to support your analysis. Examples include accrediting body standards, industry standards, and government agency reports such as from the National Academy of Medicine. You will also want to include organizational information.
- Format your citations and references according to APA style and formatting guidelines.

Submission Requirements

- Proofread your document, before you submit it, to minimize errors that could distract readers and make it more difficult for them to focus on the substance of your analysis.

Portfolio Prompt: You may choose to save your environmental analysis to your ePortfolio.

Course Resources

[ePortfolio](#)

u03d1 - Competitive Advantage

Note: Remember to adhere to the requirements for initial discussion postings and responses addressed in the School of Nursing and Health Sciences faculty expectations message.

- When searching for competitive advantage, which characteristics of a strength or weakness—that is value, rareness, sustainability—are the most important in health care organizations?
- Explain why you chose these characteristics.
 - Use an example of your organizational plan, if necessary.
 - Support your conclusions with evidence from the literature.

Response Guidelines

Read and respond your colleagues' posts. Try to comment on those that have had few or no responses thus far.

Course Resources

Graduate Discussion Participation Scoring Guide

u03d1 - Learning Components

- Assess key organizational strengths and weaknesses.
- Identify competitive advantages.

Unit 4 >> The TOWS Matrix

Introduction

Internal and external factors are combined to develop and evaluate specific strategic alternatives using a TOWS matrix. The Threats-Opportunities-Weaknesses-Strengths (TOWS) matrix is an important matching tool that helps managers develop four types of strategies as the basis for strategic planning. Managers consider internal strengths and weaknesses in relation to external opportunities and threats. The internal strengths and weaknesses—or competitive advantages and disadvantages—are summarized on the horizontal axis, and the external environmental opportunities and threats are summarized on the vertical axis. Managers can then develop adaptive strategic alternatives by matching the organization's strengths with the external environmental opportunities and threats, and in turn, matching the organization's weaknesses with the external opportunities and threats.

Learning Activities

u04s1 - Studies

Readings

From the Capella University Library, read:

- In [Strategic Management of Health Care Organizations](#):
 - Chapter 7, “Evaluation of Alternatives and Strategic Choice,” pages 259–312.
- Kapoor, S., & Kaur, M. (2017). [Basel III norms: A SWOT and TOWS approach](#). *Vision*, 21(3), 250–258.
- Ojala, M. (2017). [Locating and creating SWOT analyses](#). *Online Searcher*, 41(1), 59–62.
- Shahmoradi, L., Darrudi, A., Arji, G., & Nejad, A. F. (2017). [Electronic health record implementation: A SWOT analysis](#). *Acta Medica Iranica*, 55(10), 642–649.
 - Although this article focuses on a SWOT analysis, rather than on a TOWS matrix, it provides valuable insight into how health care organizations can consider EHR improvement as one of their strategies. This is a growing reality for health care facilities.

Multimedia

Complete the following Capella multimedia presentation:

- [TOWS Matrix Analysis](#).
 - In this exercise, you will examine a list of common findings that appear on the TOWS matrices of a variety of health care organizations. Your task will be to place each of these findings into the appropriate TOWS matrix quadrant. This practice will serve you well as you complete the assignment in Unit 5, which requires you to complete a TOWS matrix analysis for your selected health care organization.

Optional Resources

Scholarly Writing and APA Style

Use the following resources to improve your writing skills and find answers to specific questions.

- [Academic Honesty & APA Style and Formatting](#).
- [APA Module](#).
- [Introduction to the Writing Center](#).

Library Research

Use the following resources to help with any required or self-directed research you do to support your coursework.

- [Capella University Library](#).

- [Health Administration Masters Research Guide](#).
- [Journal and Book Locator Library Guide](#).
- [Library Research and Information Literacy Skills](#).

ePortfolio

- [ePortfolio](#).
- [Online ePortfolio Guidelines \[PDF\]](#).

u04s1 - Learning Components

- Identify applicable performance analysis tools and techniques.
- Analyze organizational strengths, weaknesses, opportunities, and threats.

u04s2 - Assignment Preparation

In your upcoming assignment in Unit 5, you will complete a TOWS matrix for the organization you selected in Unit 2, summarize the findings from your analysis of each of the four quadrants and develop alternative strategies, and prepare a high-level draft strategic plan for the organization.

To prepare for the assignment, you are encouraged to create a practice TOWS matrix, using the [TOWS Analysis Worksheet \[DOCX\]](#). The practice matrix enables you to jot down your initial thoughts and then come back to it later to see whether anything could be expanded on in the matrix that you submit as part of your assignment in the next unit.

Consider your selected organization's threats, opportunities, strengths, and weaknesses. In addition, keep the following key points in mind:

- Assumptions: What assumptions do people in the organization's internal and external environment have? What alternative assumptions might be useful in these situations?
- Information: What information do your organization's internal and external stakeholders have? What information are they missing?
- Evaluation Criteria: What criteria would you use to evaluate the quality of the information and the effectiveness of existing or suggested strategies?

In addition, you may wish to:

- Review the assignment instructions and scoring guide to ensure that you understand the work you will be asked to complete.

- Reflect on the studies and discussions you have completed so far, and consider how the content of these activities might inform your approach to this assignment.
- Ask your faculty member any questions you have at this time about the assignment.

Note: Remember that you can submit all, or a portion of, your draft analysis and strategic plan to [Smarthinking Tutoring](#) for feedback, before you submit the final version for this assignment. If you plan on using this free service, be mindful of the turnaround time of 24–48 hours for receiving feedback.

u04s2 - Learning Components

- Determine the advantages a TOWS matrix analysis when addressing external opportunities and threats.
- Analyze applicable strategic performance criteria.

u04d1 - TOWS Matrix Example

Note: Remember to adhere to the requirements for initial discussion postings and responses addressed in the School of Nursing and Health Sciences faculty expectations message.

One component for health care organizations when conducting a TOWS (Threats, Opportunities, Weaknesses, Strengths) matrix analysis is incorporation of the facilities requirements from an emergency preparedness plan for the local community.

If you have not already done so, complete the TOWS Matrix Analysis exercise, linked in the unit studies and in this discussion's Resources.

After completing the exercise, explain the advantages a TOWS matrix offers strategic managers when addressing external opportunities and threats. You may wish to review Exhibit 7-4, “External/Internal Strategy Matrix,” in *Strategic Management of Health Care Organizations*, when drafting your post.

Response Guidelines

Read and respond your colleagues’ posts. Try to comment on those that have had few or no responses thus far.

Course Resources

Graduate Discussion Participation Scoring Guide

[Strategic Management of Health Care Organizations](#)

u04d1 - Learning Components

- Determine the advantages a TOWS matrix analysis when addressing external opportunities and threats.
- Analyze applicable strategic performance criteria.

u04d2 - TOWS and the Four Perspectives

Note: Remember to adhere to the requirements for initial discussion postings and responses addressed in the School of Nursing and Health Sciences faculty expectations message.

As one prepares a TOWS matrix, the four major criteria to remember for each quadrant are:

- Financial.
- Customer.
- Internal.
- Learning and growth.

For your discussion, please select one of the four criteria above and develop a list of questions you would address. Include a snapshot of questions for each TOWS quadrant.

- How important is this criterion in developing the TOWS matrix for an organization?

Response Guidelines

Read and respond your colleagues' posts. Try to comment on those that have had few or no responses thus far.

Do you agree with the needs that they identified? Explain your stance.

Course Resources

Graduate Discussion Participation Scoring Guide

- Analyze applicable strategic performance criteria.

Unit 5 >> Directional Strategies and TOWS Analysis

Introduction

Directional Strategies

The primary directional strategies discussed in strategic management literature are mission, vision, and values. It is important to note that strategic goals also provide direction to the organization and are an important part of the strategic planning process. Today, the process of creating vision and mission statements hinges on executives developing and implementing powerful critical success factors in the form of measurable goals. As this process of creation filters through an organization, ownership of the strategic plan is created. All employees should have a say in their specific goals within the structure of the organizational strategy.

Mission

Directional strategies allow organizational leaders to define what the organization should be doing and how the organization plans to achieve results. The mission statement distinguishes an organization from all others of its type. The statement is an overarching goal that assists executives in plotting a course through periods of turbulence and change. Mission statements are broadly defined statements of intent that emphasize the distinctiveness of the organization and identify the scope of operations.

Vision

Vision is an intangible articulation of expectation. It is a purposeful target that describes what the organization will be like when it fulfills its purpose. The vision should be inspiring and long term, something to aspire to that is measurable in its characteristics.

Values

Stakeholders often develop a health care organization's values as a way of life within the organization. In the early stages of organizational development, the founders of the organization are the most influential stakeholders relative to value and ethical formation. However, as the organization matures, the guiding principles are a complex mixture of the interests of stakeholders, employees, society, patients, and others (Ginter, Duncan, & Swayne, 2018). Commonly accepted values are relatively rare. However, many believe that health care organizations can benefit from universal values.

Strategy Formulation

There are four types of strategies that make up the strategy formulation process. Strategy is developed via:

1. Directional strategies.
2. Adaptive strategies.
3. Market entry strategies.
4. Competitive strategies.

As the organizational structure delineates itself, strategies create momentum for the organization to achieve its mission, vision, values, and goals. Strategies also provide a general course of action available to the organization. This momentum is reinforced as managers understand, commit to, and make decisions according to the strategy.

TOWS Matrix

An essential element in evaluating a health care organization's overall strategy entails examining the company's resources and competitive capabilities. Are they sufficient to allow the organization to pursue the best market opportunities while minimizing external threats?

The most widely used tool in conducting this evaluation is a TOWS matrix. A well-executed TOWS analysis provides the basis for crafting the organization's strategic plan. A key difference needs to be addressed here. SWOT (strengths, weaknesses, opportunities, and threats) analysis has been a popular way to display pertinent external issues and internal strengths and weaknesses. This type of analysis involves listing the organization's strengths and weaknesses and perceived external opportunities and threats. SWOT, however, does not provide much insight into what strategy decisions might result from the list of strengths and weaknesses and opportunities and threats. As a result, the TOWS matrix (threats, opportunities, weaknesses, and strengths) was developed to provide a better way to develop and evaluate specific adaptive strategic alternatives

You know that the TOWS matrix is a decision-making process for developing strategic alternatives. You will be better able to develop a more effective strategic plan based on an in-depth analysis and understanding of the current environment, which you completed in Unit 3.

As you begin to prepare your TOWS matrix and consider your selected organization's threats, opportunities, strengths, and weaknesses, also keep the following in mind for your selected organization:

- **Assumptions:** What assumptions do people in the organization's internal and external environment have? What alternative assumptions might be useful in these situations?
- **Information:** What information do your organization's internal and external stakeholders have? What information are they missing?

- **Evaluation Criteria:** What criteria would you use to evaluate the information quality and effectiveness of existing or suggested strategies?

Reference

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

Learning Activities

u05s1 - Studies

Readings

From the Capella University Library, read:

- In [Strategic Management of Health Care Organizations](#):
 - Chapter 5, “Directional Strategies,” pages 163–204.
- Fenner, M. (2017). [Mission, vision, values](#). *Leadership Excellence Essentials*, 34(10), 31.
- Kronenburg, M. A. (2014). [Evaluating important healthcare management competency areas and preparation for healthcare reforms](#). *International Journal of Business & Public Administration*, 11(1), 31–40.
- Scott, B. C. (2015). [Hospital boards—Why quality and safety matter](#). *Physician Leadership Journal*, 2(1), 62–64.

Optional Resources

Readings

- García-Sánchez, I., Rodríguez-Domínguez, L., & Frías-Aceituno, J. (2015). Board of directors and ethics codes in different corporate governance systems. *Journal of Business Ethics*, 131(3), 681–698.

Scholarly Writing and APA Style

Use the following resources to improve your writing skills and find answers to specific questions.

- [Academic Honesty & APA Style and Formatting](#).
- [APA Module](#).
- [Introduction to the Writing Center](#).

Library Research

Use the following resources to help with any required or self-directed research you do to support your coursework.

- [Capella University Library](#).
- [Health Administration Masters Research Guide](#).
- [Journal and Book Locator Library Guide](#).
- [Library Research and Information Literacy Skills](#).

ePortfolio

- [ePortfolio](#).
- [Online ePortfolio Guidelines \[PDF\]](#).

Course Resources

[Health Administration Masters Research Guide](#)

u05s1 - Learning Components

- Analyze an organization's mission, vision, and values.
- Identify health care management competencies.
- Identify strategy management research.

u05a1 - TOWS Matrix Analysis and Strategic Plan

Professional Context

An essential element in evaluating a health care organization's overall strategy entails examining the company's resources and competitive capabilities. Are they sufficient to allow the organization to pursue the best market opportunities, while minimizing external threats?

The most widely used tool in conducting this evaluation is a TOWS matrix. A well-executed TOWS analysis provides the basis for crafting the organization's strategic plan. A key difference needs to be addressed here. SWOT (strengths, weaknesses, opportunities, and threats) analysis has been a popular way to display pertinent external issues and internal strengths and weaknesses. This type of analysis involves listing the organization's strengths and weaknesses and perceived external opportunities and threats. SWOT, however, does not provide much insight into what strategy decisions might result from the list of strengths and weaknesses and opportunities and threats. As a result, the

TOWS matrix (threats, opportunities, weaknesses, and strengths) was developed to provide a better way to develop and evaluate specific adaptive strategic alternatives.

This assignment provides an opportunity for you to complete a TOWS matrix and corresponding analysis, as well as draft a high-level strategic plan based on your TOWS matrix.

By successfully completing this assignment, you will demonstrate your proficiency in the following course competencies and assignment criteria:

- Competency 1: Analyze organizational structure, design, culture, and climate in relation to environmental forces.
 - Incorporate methodologies from the knowledge-economy management approach in a strategic plan.
 - Integrate recent strategy management research findings into a strategic plan.
- Competency 2: Develop a strategic organizational plan that provides human and financial resources to support targeted organizational outcomes.
 - Synthesize operational and financial components into a strategic planning process.
- Competency 3: Recommend an organizational structure and design to optimize a strategic plan.
 - Determine the organizational structure that best facilitates a chosen strategy.
- Competency 4: Communicate in a manner that is scholarly professional, and consistent with expectations for professionals in health care administration.
 - Create a clear, concise, well-organized, and professional TOWS matrix analysis and strategic plan draft.
 - Apply proper APA formatting and style guidelines to citations and references.

Scenario

Your boss congratulates you on a fantastic job on the environmental analysis. She now needs your help with the next step in developing a strategic plan for the CEO—completing a TOWS matrix and accompanying analysis. After completing the TOWS matrix and your analysis, your boss also wants you to prepare a high-level, draft strategic plan for the organization.

You know that a TOWS matrix is a decision-making tool for developing strategic alternatives. You also know that you will be better able to develop a more effective strategic plan based on an in-depth analysis and understanding of the current environment.

Instructions

Note: For this assignment, you will continue to work with the organization you selected in Unit 2.

Complete this assignment in two parts:

Part 1: TOWS Matrix and Analysis

Complete a TOWS matrix and accompanying analysis. Download the TOWS Analysis Worksheet, linked in the resources, and complete it for your selected health care organization.

Incorporate your findings from the current environmental analysis you completed in Unit 3. Be sure to include a minimum of 3–5 items in each quadrant of your matrix, which will give you a total of 15–20 identified and categorized items.

After completing your matrix, summarize the findings from your analysis of each of the four quadrants and develop a high-level, draft strategic plan containing alternative strategies.

Part 2: Draft Strategic Plan

Prepare a high-level, draft strategic plan for your selected organization.

The focus of this assignment is on applying the insights you have gained from your TOWS matrix and the environmental analysis you completed in Unit 3 to the strategic plan. The information from the four quadrants of your matrix will serve as foundational criteria for developing your draft plan.

You must be able to look at your TOWS matrix results and then formulate four overarching strategies with at least one operational goal to support each strategy. Whether your strategies are to enhance the strengths you have identified or to improve weaknesses, your draft strategic plan must align with your organization's mission, vision, and values.

As you prepare your plan, it may be helpful to review common strategies and goals many health care organizations develop and monitor. Use the following document, linked in the Resources, to guide your analysis of the TOWS results for your selected health care organization:

- Common Strategies and Goals Health Care Organizations Develop and Monitor.

Include, with each of your strategies, the core assumptions regarding environmental opportunities and threats, organizational strengths and weaknesses, and organizational behavioral dynamics that are foundational to the strategy. For example, consider:

- Service/product life cycle.
- Product development.
- Organizational culture.
- Available funding to execute strategies.

Strategic Plan Requirements

The requirements, outlined below, correspond to the grading criteria in the TOWS Matrix Analysis and Strategic Plan Scoring Guide, so be sure to address each point. Read the performance-level descriptions for each criterion to see how your work will be assessed.

- Incorporate methodologies from the knowledge-economy management approach in a strategic plan appropriate for your organization.
- Integrate recent strategy management research findings into your strategic plan.
- Synthesize operational and financial components into your strategic planning process.
- Include your determination of the organizational structure (functional, divisional, or matrix) that best facilitates your strategies.
- Create a clear, concise, well-organized, and professional TOWS matrix analysis and strategic plan draft.
- Apply proper APA formatting and style guidelines to citations and references.

Document Formats

Prepare your TOWS matrix analysis and draft strategic plan using a familiar and appropriate document format used by health care organizations, such as a memo, business report, or white paper.

Page Length Requirements

- Your TOWS matrix should be 1–2 pages in length.
- Your TOWS matrix analysis should be 4–5 pages in length (roughly one page per quadrant).
- Your draft strategic plan should be 1–2 pages in length.

Supporting Evidence

Health care is an evidence-based field. Consequently, readers of these documents will want to know the sources of your information, so be sure to include applicable, APA-formatted source citations and references.

Submission Requirements

Submit all three documents for this assignment: 1) TOWS matrix, 2) TOWS matrix analysis, and 3) draft strategic plan. Remember: you do not need to submit your practice matrix from Unit 4.

Proofread each document to minimize errors that could distract readers and make it more difficult for them to focus on the substance of your work.

Portfolio Prompt: You may choose to save your TOWS matrix analysis to your ePortfolio.

Course Resources

[ePortfolio](#)

Common Strategies and Goals Health Care Organizations Develop and Monitor [DOCX]

u05d1 - SMART Objectives

Note: Remember to adhere to the requirements for initial discussion postings and responses addressed in the School of Nursing and Health Sciences faculty expectations message.

In this week's assignment, you will develop four overarching strategies with goals to support them. To help with the assignment, select one key performance measure from your organization that you will want to use as an indicator of performance and success. Ensure that the objective for that measure meets SMART criteria.

Here is a quick refresher on SMART objectives:

- **Specific:** Objectives must provide the 'what' and 'who' of program activities. What is going to be done, and who is going to do it?
- **Measureable:** Objectives must quantify the amount of change expected.
- **Achievable:** Objectives must be attainable within a given time frame and with available program resources.
- **Relevant/Realistic:** Objectives must relate specifically to the strategic goal specified in the strategic plan.
- **Time-bound:** Objectives must specify a time frame for measuring or meeting the objective.

Submit your key performance indicator and answer the following questions:

- Is your objective specific?
 - What are the reasons, purpose, or benefits of accomplishing the objective? Who are the stakeholders?
- Is your objective measurable?
 - What indicators will you look for to measure progress and success?
- Is your objective attainable?
 - Do you have sufficient financial capacity to accomplish your objective?
- Is your objective result-oriented and relevant?
 - Does this align with other efforts/needs?
- Is your objective time bound?
 - When will we undertake activities to achieve our objective?

Response Guidelines

Read and respond your colleagues' posts. Try to comment on those that have had few or no responses thus far.

What feedback can you provide to another learner's strategy development?

Course Resources

Graduate Discussion Participation Scoring Guide

u05d1 - Learning Components

- Identify key performance measures.
- Develop SMART performance goals.

Unit 6 >> Strategic Choices

Introduction

This unit examines techniques for organizing decisions regarding adaptive market entry and positioning strategies. Evaluation of strategic choices is important. The methods for selecting strategic alternatives are concepts that help managers organize significant issues to support decision making. However, it is important that the techniques do not make the decision. Rather, managers should use the techniques to reveal the inherent situation and organize their thought processes.

Strategic planning includes developing strategies and annual objectives. Strategies are the means or broad approach by which a plan will achieve its goals. Annual objectives, on the other hand, describe what results are to be achieved and how they will be achieved. Objectives are much more immediate than strategies and overall goals; objectives represent annual mileposts that the strategic plan needs to achieve to accomplish its overall goals by the end of a defined period, usually annually.

Annual work plan objectives need to be based on the strategies contained in the organization's strategic plan so that the organization can reach the goals outlined in its strategic plan. It is through annual objectives and activities that the organization is able to implement its strategic plan. Generally speaking, implementing a single organization strategy requires multiple objectives and program activities. Organizations monitor annual objectives to ensure they are on track to successfully executing their strategic plans and accomplishing the strategic goals outlined in the plans. Annual objectives also

help set accountability targets. They also help an organization evaluate its strategic plan's effectiveness.

The product life cycle (PLC) is a concept that relates products and services offered by an organization to the marketplace over time (Ginter, Duncan, & Swayne, 2018). PLC is based on the principle that all products and services go through several distinct phases or stages, including:

- Product or service introduction (innovation).
- Market growth.
- Market maturity.
- Sales decline.

The product development process includes the changing nature of the marketplace and the types of demands made on management. In strategy formulation, determining the stage of the life cycle for various products and services is of particular importance in determining strategic direction.

After all of the strategy formulation decisions have been made, managers must evaluate the decisions to ensure they are logical and fit together. The strategies selected must:

- Address an external opportunity or threat.
- Draw upon an internal strength or propose a plan to fix a weakness.
- Keep the organization on mission.
- Move the organization toward the vision.
- Make progress toward achieving one or more of the organization's goals.

Managers should check each strategy to determine whether or not it meets these criteria.

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

From the Capella University Library, read:

- In [Strategic Management of Health Care Organizations](#):
 - Chapter 7, "Evaluation of Alternatives and Strategic Choice," pages 259–312.

- Porter, M. E., & Lee, T. H. (2015). [Why strategy matters now](#). *The New England Journal of Medicine*, 372(18), 1681–1684.

Optional Resources

Scholarly Writing and APA Style

Use the following resources to improve your writing skills and find answers to specific questions.

- [Academic Honesty & APA Style and Formatting](#).
- [APA Module](#).
- [Introduction to the Writing Center](#).

Library Research

Use the following resources to help with any required or self-directed research you do to support your coursework.

- [Capella University Library](#).
- [Health Administration Masters Research Guide](#).
- [Journal and Book Locator Library Guide](#).
- [Library Research and Information Literacy Skills](#).

ePortfolio

- [ePortfolio](#).
- [Online ePortfolio Guidelines \[PDF\]](#).

u06s1 - Learning Components

- Analyze directional strategies.
- Assess value differentiation strategies.
- Apply a selected value differentiation strategy.

u06s2 - Assignment Preparation

In your upcoming assignment in Unit 7, you will write a directional strategies report that examines the alignment of a health care organization's current directional strategies (mission, vision, and values) with its strategic goals.

To prepare for the assignment, reexamine your TOWS matrix from Unit 5, the analysis of your matrix, and the initial strategies you prepared as part of your draft strategic plan. Once you have reexamined your work, you will be ready to begin work on the Unit 7 assignment. The [Mission, Vision, and Values Analysis Questions \[DOCX\]](#) document identifies three questions about each directional strategy you need to consider as you are analyzing your organization's fit with its directional strategy.

In addition, you may wish to:

- Review the assignment instructions and scoring guide to ensure that you understand the work you will be asked to complete.
- Reflect on the studies and discussions you have completed so far, and consider how the content of these activities might inform your approach to this assignment.
- Ask your faculty member any questions you have at this time about the assignment.

Note: Remember that you can submit all, or a portion of, your draft directional strategies report to Smarthinking Tutoring for feedback, before you submit the final version for this assignment. If you plan on using this free service, be mindful of the turnaround time of 24–48 hours for receiving feedback.

Course Resources

[Smarthinking Tutoring](#)

u06s2 - Learning Components

- Analyze directional strategies.
- Analyze an organization's fit with its directional strategies.

u06d1 - Directional Strategies

Note: Remember to adhere to the requirements for initial discussion postings and responses addressed in the School of Nursing and Health Sciences faculty expectations message.

- When analyzing the mission, vision, and value statements of a particular organization, which is considered first, strategy or structure? In other words, does the strategy drive the structure or does the structure drive the strategy?
- How do the directional strategies integrate into this decision-making process?

Response Guidelines

Read and respond your colleagues' posts. Try to comment on those that have had few or no responses thus far.

Course Resources

Graduate Discussion Participation Scoring Guide

u06d1 - Learning Components

- Analyze directional strategies.
- Determine the relationship between organization strategy and structure.
- Analyze an organization's mission, vision, and values.

u06d2 - Developing Strategies

Note: Remember to adhere to the requirements for initial discussion postings and responses addressed in the School of Nursing and Health Sciences faculty expectations message.

Summarize, briefly, your TOWS matrix analysis assignment completed in Unit 5. What strategic alternatives were derived from your TOWS analysis?

Response Guidelines

Read and respond your colleagues' posts. Try to comment on those that have had few or no responses thus far.

- What are the common themes in your colleague's matrix analysis related to the organization?
- Are these themes related to finance, operations, customer service?
 - Identifying these common themes assists in developing strategies and performance measures.

Course Resources

Graduate Discussion Participation Scoring Guide

u06d2 - Learning Components

- Assess value differentiation strategies.
- Apply a selected value differentiation strategy.

Unit 7 >> Strategic Alternatives

Introduction

Much of the time devoted to discussing strategic management is spent developing the data necessary to make strategic decisions and to formulate strategies. Most of the attention in contemporary strategy literature focuses on strategy formulation and its link to organizational performance rather than to strategy implementation. The literature frequently ignores the culture of the organization and neglects the consensus that is essential to successful implementation.

It is likely that strategy implementation takes a back seat to strategy formulation because implementation is not as exciting. Implementation sometimes appears routine, and there is a tendency for strategic leaders to ignore its importance.

Learning Activities

u07s1 - Studies

Readings

From the Capella University Library, read:

- In [Strategic Management of Health Care Organizations](#):
 - Chapter 6, “Identifying Strategic Alternatives,” pages 205–258.
- Meyer, C. K., Clapham, S. E., & Lemke, A. (2014). [Strategic planning at UnityTrust Hospital](#). *Journal of Business and Behavioral Sciences*, 26(3), 112–126.

Multimedia

Complete the following Capella multimedia presentation:

- [Directional Strategies](#).
 - In this interactive, you will begin to brainstorm and formulate directional strategies for your selected health care organization.

Optional Resources

Scholarly Writing and APA Style

Use the following resources to improve your writing skills and find answers to specific questions.

- [Academic Honesty & APA Style and Formatting](#).
- [APA Module](#).
- [Introduction to the Writing Center](#).

Library Research

Use the following resources to help with any required or self-directed research you do to support your coursework.

- [Capella University Library](#).
- [Health Administration Masters Research Guide](#).
- [Journal and Book Locator Library Guide](#).
- [Library Research and Information Literacy Skills](#).

ePortfolio

- [ePortfolio](#).
- [Online ePortfolio Guidelines \[PDF\]](#).

u07s1 - Learning Components

- Analyze directional strategies.
- Assess value differentiation strategies.
- Apply a selected value differentiation strategy.

u07a1 - Directional Strategies Report

Professional Context

In your previous assignments, you examined how today's health care organizations prepare themselves for the present and the future through strategic management. Specifically, you analyzed how a health care organization's external and internal environments affect its operations. You also performed a TOWS analysis to help a health care organization identify strategic objectives to drive and improve all aspects of the company.

The next step is to consider the directional pathways health care organizations take to achieve their strategic objectives. Creating a strategic vision for a health care organization involves developing or

revising the organization's mission, vision, and value statements. Here is a summary of these three directional strategies:

- A mission statement captures the organization's distinctive purpose or reason for being.
- A vision statement creates a mental picture of what leaders want the organization to achieve when accomplishing its purpose or mission.
- Value statements clarify how the organization will conduct its activities to achieve its mission and vision. They frequently reflect common morality and emphasize respect, integrity, trust, caring, and the pursuit of excellence.

In a first-in-class health care organization, these three directional strategies align with the company's overarching goals. Once strategic leaders are confident the mission, vision, and values are well formulated, understood, and communicated, they then focus on the activities that will make the most progress toward accomplishing the organization's mission and move it toward realizing its vision. These activities are called strategic goals.

This assignment provides an opportunity for you to create a directional strategies report. In this report, you will analyze the alignment of your health care organization's current directional strategies (mission, vision, and value statements) with its strategic goals. You will make recommendations for improvement if you identify gaps between where your health care organization currently is and where it wants to go.

By successfully completing this assignment, you will demonstrate your proficiency in the following course competencies and assignment criteria:

- Competency 1: Analyze organizational structure, design, culture, and climate in relation to environmental forces.
 - Analyze the effectiveness of a health care organization's directional strategies.
 - Identify gaps between effective directional strategies and an organization's existing directional strategies.
- Competency 3: Recommend an organizational structure and design to optimize a strategic plan.
 - Analyze the alignment between an organization's directional strategies and its strategic goals.
 - Propose changes to an organization's directional strategies that improve alignment between its organizational structure and its strategic goals.
- Competency 4: Communicate in a manner that is scholarly, professional, and consistent with expectations for professionals in health care administration.
 - Write a clear, concise, well-organized, and professional directional strategies report that includes conclusions that are supported by relevant evidence.
 - Follow APA formatting and style guidelines for citations and references.

Scenario

Your boss is pleased with the thorough and impressive work you have done to date. However, she notes that the TOWS matrix findings do not align with the organization's directional strategies. The organization's structure needs to more closely align with its strategic goals, so that the organization can be more efficient, competitive, and profitable. She asks for your help once again.

Her next task for you is to examine the organization's current mission, vision, and value statements and compare them to the TOWS matrix. She requests that you recommend revisions to the organization's mission, vision, and value statements so that they more closely align with the organization's strategic priorities.

Knowing your boss, you understand that she wants your directional strategies report to be insightful, substantive, and brief—all at the same time. You also know that your boss is a visual person. It will serve you well to include appropriate images and diagrams, such as your TOWS matrix, in your report to highlight key information.

Instructions

Write a directional strategies report that examines the alignment of a health care organization's current directional strategies with its strategic goals.

Report Requirements

The requirements, outlined below, correspond to the grading criteria in the Directional Strategies Report Scoring Guide, so be sure to address each point. Read the performance-level descriptions for each criterion to see how your work will be assessed.

- Analyze the effectiveness of the organization's directional strategies.
 - Use the Mission, Vision, and Values Analysis Questions document, linked in the resources, to determine how effectively the existing directional strategies currently fulfill the requirements of effective directional strategies.
- Identify gaps between effective directional strategies and the organization's existing directional strategies.
- Analyze the alignment between the organization's directional strategies and its strategic goals.
 - Examine the strategic fit.
 - How well does the directional strategy fit the environment?
 - How appropriate is the organization's direction, given the environmental analysis you completed in Unit 3?
 - Which strategic goals make the most sense at this time? Growth? Maintaining the status quo? Or does contraction make the most sense right now?
- Propose changes to the organization's directional strategies that improve alignment between the organization's structure and its strategic goals.

- Recommend changes you think the organization needs to make to establish a foundation necessary for the organization's current structure and strategies.
- Be sure to support your recommendations with references to current, scholarly, and authoritative sources.
- Write a clear, concise, well-organized, and professional directional strategies report that includes conclusions that are supported by relevant evidence.
- Follow APA formatting and style guidelines for citations and references.

Document Format and Length

Prepare your report using a familiar and appropriate document format used by health care organizations, such as business report or white paper.

Your report should be 4–6 pages in length (double-spaced).

Supporting Evidence

Health care is an evidence-based field. Consequently, readers of your report will want to know the sources of your information, so be sure to include applicable, APA-formatted source citations and references.

Submission Requirements

Proofread your document, before you submit it, to minimize errors that could distract readers and make it more difficult for them to focus on the substance of your report.

Portfolio Prompt: You may choose to save your directional strategies report to your ePortfolio.

Course Resources

Mission, Vision, and Values Analysis Questions [DOCX]

[ePortfolio](#)

u07d1 - Value Differentiation Strategies

Note: Remember to adhere to the requirements for initial discussion postings and responses addressed in the School of Nursing and Health Sciences faculty expectations message.

For this discussion:

- Select a value differentiation strategy and describe it.
- Explain how you would use this strategy and why.
 - For example, if you chose marketing, you might address the following questions:
 - Which market entry strategy provides the quickest entry into the market?
 - What about the slowest entry?

Response Guidelines

Read and respond your colleagues' posts. Try to comment on those that have had few or no responses thus far.

Course Resources

Graduate Discussion Participation Scoring Guide

u07d1 - Learning Components

- Analyze directional strategies.
- Assess value differentiation strategies.
- Apply a selected value differentiation strategy.

Unit 8 >> Strategic Communication and Implementation

Introduction

This unit summarizes strategic implementation and reviews the processes and decision-making methodologies.

There is little point in strategic thinking if one does not act upon the results. The ultimate aim of strategic thinking is strategic planning, and one of the major impetuses for strategic planning is accountability. What does strategic thinking do? It sets the stage for considering what action to take now in order to affect specific future issues and to enable a person or organization to:

- Define opportunities and challenges within the context of the rest of the world.
- Begin to focus on the "big picture" and clarify components and their relationships.
- Identify the nature of concrete, specific plans and where they fit in terms of the present situation and future needs.
- Organize broad challenges and more specific programs for meeting those challenges.

Today, in health care management, there is an appropriate emphasis on outcomes and results. However, in the specific case of strategic management, we often say that the process of strategic thinking is more important than the product—the plan. Strategic thinking is a challenging and exhausting task for strategic leaders. It requires experienced health care executives to think creatively and reserve judgment of new ideas.

Management of internal resources during strategic implementation requires an understanding of the organizational culture, structure, and value chain components. These value-added support systems are necessary for effective strategy implementation. The economy of the twenty-first century may require different strategic management tools. Many of the health care challenges have not been met with traditional methods of strategic management.

Learning Activities

u08s1 - Studies

Readings

From the Capella University Library, read:

- In [Strategic Management of Health Care Organizations](#):
 - Chapter 10, "Communicating Strategy and Developing Action Plans," pages 401–430.
- Stone, D. F. (2016). [A few bad apples: Communication in the presence of strategic ideologues](#). *Southern Economic Journal*, 83(2), 487–500.
- Sull, D., Turconi, S., & Sull, C. (2018). [Six steps to communicating strategic priorities effectively](#). *MIT Sloan Management Review*, 59(3), 1–4.

Optional Resources

Readings

- Humphreys, K. A., Gary, M. S., & Trotman, K. T. (2016). Dynamic decision making using the balanced scorecard framework. *Accounting Review*, 91(5), 1441–1465.

- Llach, J., Bagur, L., Perramon, J., & Marimon, F. (2017). Creating value through the balanced scorecard: How does it work? *Management Decision*, 55(10), 2181–2199.

Scholarly Writing and APA Style

Use the following resources to improve your writing skills and find answers to specific questions.

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- [Library Research and Information Literacy Skills](#).

ePortfolio

- [ePortfolio](#).
- [Online ePortfolio Guidelines \[PDF\]](#).

u08s1 - Learning Components

- Formulate effective communication strategies.

u08s2 - Assignment Preparation

In your upcoming assignment in Unit 9, you will prepare a presentation for executives explaining how to use the balanced scorecard methodology to develop objectives and create an implementation plan for the four overarching strategies you recommended in Unit 5.

To prepare for the assignment, begin by reviewing your four recommended strategies. Then, using the [SMART Objective Setting Guide \[DOCX\]](#), create a **minimum** of three SMART objectives for each strategy. These objectives will become the basis of your presentation and will ultimately help the organization achieve the strategic direction you have recommended.

In addition, you may wish to:

- Review the assignment instructions and scoring guide to ensure that you understand the work you will be asked to complete.
- Reflect on the studies and discussions you have completed so far, and consider how the content of these activities might inform your approach to this assignment.
- Ask your faculty member any questions you have at this time about the assignment.

Note: Remember that you can submit all, or a portion of, your draft presentation to [Smarthinking Tutoring](#) for feedback, before you submit the final version for this assignment. If you plan on using this free service, be mindful of the turnaround time of 24–48 hours for receiving feedback.

Recording Equipment Setup and Testing

Check that your recording equipment and software is working properly, that your audio recording quality is sufficient, and that you know how to record and upload your presentation. If you do not have a built-in or external microphone, headsets with microphones are available for purchase from the [Capella University Bookstore](#). You may use Kaltura Media or other technology of your choice for your audio recording. You may also add audio directly to your slides, using PowerPoint or other presentation software.

- If using Kaltura Media, refer to the [Using Kaltura \[PDF\]](#) tutorial for directions on recording and uploading your video 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.

u08s2 - Learning Components

- Formulate strategic objectives.

u08d1 - Consumerism

Note: Remember to adhere to the requirements for initial discussion postings and responses addressed in the School of Nursing and Health Sciences faculty expectations message.

- Describe the role consumerism plays in marketing a service.
- Review your health care organization for a consumerism-driven service.
 - Analyze the effects on the organization.
 - Post your analysis to this discussion.

Response Guidelines

Read and respond your colleagues' posts. Try to comment on those that have had few or no responses thus far.

Course Resources

Graduate Discussion Participation Scoring Guide

u08d1 - Learning Components

- Analyze the effects of consumerism on the organization.
- Identify metrics for successful strategy implementation.

u08d2 - Board Process

Note: Remember to adhere to the requirements for initial discussion postings and responses addressed in the School of Nursing and Health Sciences faculty expectations message.

- What are the important elements of an effective board of directors?
- How important is a board of directors invested in understanding strategic objectives?
- Analyze the board process in your health care organization for composition and effectiveness.
 - Use evidence from the literature to support your analysis.
 - Post your findings to this discussion.

Response Guidelines

Read and respond your colleagues' posts. Try to comment on those that have had few or no responses thus far, but who reported board processes that are different from yours.

Course Resources

Graduate Discussion Participation Scoring Guide

u08d2 - Learning Components

- Determine the impact of an executive board on achieving strategic goals.

- Analyze the board process in a health care organization.

Unit 9 >> Strategic Plan Objectives and Balanced Scorecard

Introduction

Strategic planning includes developing strategies and annual objectives. Strategies are the means or broad approach by which a plan will achieve its goals. Annual objectives, on the other hand, describe what results are to be achieved and how they will be achieved. Objectives are much more immediate than strategies and overall goals; objectives represent annual mileposts that the strategic plan needs to achieve to accomplish its overall goals by the end of a defined period, usually annually.

Annual work plan objectives need to be based on the strategies contained in the organization's strategic plan so that the organization can reach the goals outlined in its strategic plan. It is through annual objectives and activities that the organization is able to implement its strategic plan. Generally speaking, implementing a single organization strategy requires multiple objectives and program activities. Organizations monitor annual objectives to ensure they are on track to successfully executing their strategic plan and accomplishing the strategic goals outlined in the plan. Annual objectives also help set accountability targets. They also help organizations evaluate their strategic plan's effectiveness.

You are probably already familiar with SMART objectives. Most health care organizations and professionals are. Although everyone seems to be familiar with them, SMART objectives are not so easy to create. To be able to monitor progress on objectives, they need to be SMART.

Here is a quick refresher on SMART objectives:

- **Specific:** Objectives need to provide the “what” and “who” of program activities. What is going to be done, and who is going to do it?
- **Measurable:** Objectives need to quantify the amount of change expected.
- **Achievable:** Objectives need to be attainable within a given time frame and with available program resources.
- **Relevant:** Objectives need to relate specifically to the strategic goal specified in the strategic plan.
- **Time bound:** Objectives need to specify a time frame for measuring or meeting the objective.

Implementation strategies are purely an internal organization tactic. Creation of a sensitive organizational culture along with value-adding support strategies is key to the strategic implementation process. This unit examines organizational structure, culture, and internal resources as value-added support to organizational strategy. This unit also reviews the application of tools and knowledge in the decision-making process for strategic control.

Hospitals use several general strategies to provide flexible, resilient, and profitable environments in order to survive the tumultuous decades ahead. These include strategies such as vertical and horizontal integration, integrated delivery systems, and centers of excellence. The dominant issue is which model will prove there are external and internal pressures that may require a need to change strategies. Many of these needed changes come from pressures such as:

- Decreasing profit margins (performance).
- Powerful external forces. Their own internal forces.

Control generally involves agreeing upon goals and objectives, measuring the performance, evaluating performance against the objectives, and taking corrective action. All strategic elements must work together. Changes in strategy, or any management process, must consider the implications for the entire system.

It is important to establish strategic control within organizations to provide vision and goals as guides to decision making. Adequate resources allow for a number of strategic alternatives (Ginter, Duncan, & Swayne, 2018). Strategy can be financed through many approaches, such as debt, equity, fundraising, and philanthropy. Other resources such as information systems, technology, and human capital provide value-added support to organizational strategy.

Reference

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

Learning Activities

u09s1 - Studies

Readings

From the Capella University Library, read:

- In [Strategic Management of Health Care Organizations](#):
 - Chapter 9, "Value-Adding Support Strategies," pages 359–400.
- Burton, D. A. (2015). [6 predictions for health care and population health](#). *Healthcare Financial Management*, 69(4), 58–63.
- Clarke, S. F. (2017). [Strategic operational planning: Why healthcare organizations need to adopt this dual approach under population health management](#). *Medical Practice Management*, 33(1), 15–18.

- Fry, A., & Baum, N. (2016). [A roadmap for strategic planning in the healthcare practice](#). *The Journal of Medical Practice Management*, 32(2), 146–149.
- Malenko, N. (2014). [Communication and Decision-Making in Corporate Boards](#). *Review of Financial Studies*, 27(5), 1486–1532.

From the Internet, read:

- Balanced Scorecard Institute. (n.d.). [Creating organizational strategic alignment](#). Retrieved from <https://balancedscorecard.org/Resources/Cascading-Creating-Alignment>
- Balanced Scorecard Institute. (n.d.). [What is strategic planning?](#) Retrieved from <https://balancedscorecard.org/Resources/Strategic-Planning-Basics>

Multimedia

Complete the following Capella multimedia presentations:

- [Develop SMART Objectives](#).
 - In this interactive exercise, you will analyze a series of strategic organizational objectives and determine whether they meet the SMART criteria. This practice will serve you well as you complete the assignment in this unit.
- [Strategy Map and Key Performance Indicators](#).
 - In this interactive exercise, you will first examine a series of health care related issues and determine which of the four balanced scorecard perspectives apply—financial, customer, internal process, or learning and growth. Next, you will examine a series of organizational performance metrics and determine how effectively the organization is meeting its strategic priorities. This practice will serve you well as you complete the assignment in this unit.

Optional Resources

Readings

- Ben Barka, H., & Dardour, A. (2015). Investigating the relationship between director's profile, board interlocks and corporate social responsibility. *Management Decision*, 53(3), 553–570.

Effective Presentations

The following resources will help you create and deliver an effective presentation.

- [Conquering Death by PowerPoint: The Seven Rules of Proper Visual Design](#).
 - A video primer on presentation design.
 - Approximate run time: 45:00.
- [Creating a Presentation: A Guide to Writing and Speaking](#).

- This video addresses the primary areas involved in creating effective audiovisual presentations. You can return to this resource throughout the process of creating your presentation to view the tutorial appropriate for you at each stage.
- [Microsoft Office Software](#).
 - This site includes tip sheets and tutorials for Microsoft PowerPoint.
- Microsoft. (n.d.). [Record a slide show with narration and slide timings](https://support.office.com/en-us/article/Record-a-slide-show-with-narration-and-slide-timings-0b9502c6-5f6c-40ae-b1e7-e47d8741161c?ui=en-US&rs=en-001&ad=US). Retrieved from <https://support.office.com/en-us/article/Record-a-slide-show-with-narration-and-slide-timings-0b9502c6-5f6c-40ae-b1e7-e47d8741161c?ui=en-US&rs=en-001&ad=US>
- [PowerPoint Presentations Library Guide](#).
 - This library guide provides links to PowerPoint and other presentation software resources.
- [SoNHS Professional Presentation Guidelines \[PPTX\]](#).
 - This presentation, designed especially for the School of Nursing and Health Sciences, offers valuable tips, links, and is itself a PowerPoint template that can be used to create a presentation.

Scholarly Writing and APA Style

Use the following resources to improve your writing skills and find answers to specific questions.

- [Academic Honesty & APA Style and Formatting](#).
- [APA Module](#).
- [Introduction to the Writing Center](#).

Library Research

Use the following resources to help with any required or self-directed research you do to support your coursework.

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- [Journal and Book Locator Library Guide](#).
- [Library Research and Information Literacy Skills](#).

ePortfolio

- [ePortfolio](#).
- [Online ePortfolio Guidelines \[PDF\]](#).

- Determine strategic priorities.
- Analyze human resources strategies.
- Identify strategic control mechanisms.
- Identify the linkage between the internal environment and value-adding service delivery and support services.
- Identify metrics for successful strategy implementation.
- Identify potential long-term opportunities.
- Analyze organizational strategic alignment.

u09a1 - Strategic Plan Objectives and Balanced Scorecard

Professional Context

The successful implementation of a strategic plan requires effective communication and a thorough understanding of not only the role of the organization within the greater community, but the role of leadership within the organization. By effectively engaging stakeholders and understanding the philosophy of strategic management, leaders can mitigate challenges and hurdles that face those directing change.

This assignment provides an opportunity for you to create an executive-level presentation explaining how SMART objectives underlying each organizational strategy can help the organization successfully implement its strategic plan. Then, after sharing the key performance indicators you developed off the strategic plan, you will use this ‘balanced scorecard’ to make recommendations to revise the three directional strategies you developed in Unit 7.

By successfully completing this assignment, you will demonstrate your proficiency in the following course competencies and assignment criteria:

- Competency 1: Analyze organizational structure, design, culture, and climate in relation to environmental forces.
 - Analyze potential long-term opportunities and operational components in the strategic planning process.
- Competency 2: Develop a strategic organizational plan that provides human and financial resources to support targeted organizational outcomes.
 - Present operational recommendations and strategic control mechanisms.
 - Define critical success indicators that enable an organization to measure success in implementing a strategy.
 - Analyze the effect of strategy formulation on human, financial, and technical resources.
- Competency 3: Recommend an organizational structure and design to optimize a strategic plan.
 - Propose a strategic plan to optimize outcomes and mitigate risks in an organization.

- Competency 4: Communicate in a manner that is scholarly, professional, and consistent with expectations for professionals in health care administration.
 - Create a visually pleasing, professional presentation tailored to a specific audience.
 - Communicate critical content clearly and persuasively in a limited time.

Scenario

In your weekly one-on-one meeting your boss congratulates you on the comprehensive and well-researched work you have done to date. The CEO has been working with the rest of the organization's leadership team to adopt the overarching strategies for the organization that your boss recommended. However, your boss and CEO are seeking clarification on how to translate these strategies into meaningful benchmarks, or performance measures. They want to know how the organization will measure progress in following these strategies. In previous discussions with your boss, you have been describing the SMART methodology for writing objectives that support the overarching strategies. She has asked you to share the SMART objectives you have written for each strategy with the CEO in a brief presentation.

You are ready to begin creating your presentation and the slides that you will use to support your key points and conclusions. Your boss reminds you that the CEO expects a brief, substantive, and concise presentation. You will be lucky to get 15 minutes of the CEO's time. Consequently, she suggests that you include no more than 10–12 slides, or you will run out of time and cautions you about not creating a "death by PowerPoint" experience for the CEO. You already know from experience that your organization expects professional presentations that adhere to the organization's branding standards.

Instructions

Create an executive-level presentation, with voiceover, of the SMART objectives that correspond to the organization's main strategies, associated performance indicators and metrics, and strategic plan recommendations.

Practice your presentation until you are satisfied with it, staying as close as possible to the limited time allotted. Remember that the audience is your organization's CEO. All the work you have done so far in this course has prepared you for this briefing, but you are ready.

Presentation Requirements

The requirements, outlined below, correspond to the grading criteria in the Strategic Plan Objectives and Balanced Scorecard Scoring Guide, so be sure to address each point. Read the performance-level descriptions for each criterion to see how your work will be assessed.

- Present your operational recommendations and strategic control mechanisms.

- Include goals, objectives, resources, and action steps for reconfiguring and aligning the organization's structure, systems, shared values, management style, staff, and skills.
- Define critical success indicators that enable an organization to measure success in implementing the strategy.
- Propose a strategic plan to optimize outcomes and mitigate risks in the organization.
- Analyze potential long-term opportunities and operational components in the strategic planning process.
- Analyze the effect of strategy formulation on human, financial, and technical resources.
 - Weigh factors of measurement against current organizational benchmarks.
- Create a visually pleasing, professional presentation tailored to a specific audience.
 - Use charts and/or images that support the content.
- Communicate critical content clearly and persuasively in a limited time.

Presentation Format and Length

Your presentation should consist of 10–12 slides and be 10–15 minutes in length. Use the notes portion of each slide to write your script (the notes section is **required**).

You may use the structure below as a guide for organizing and timing your presentation. **You do not need to place your slides in this specific order.**

- Slide 1: Title slide (15 seconds).
- Slide 2: Revised/updated directional strategies (vision, mission, and values) from the Unit 7 assignment. (30 seconds).
- Slide 3: Gap analysis: desired versus actual position (1 minute).
- Slide 4: Recommend **Overarching Strategy One** with three objectives (2 minutes).
- Slide 5: Recommend **Overarching Strategy Two** with three objectives (2 minutes).
- Slide 6: Recommend **Overarching Strategy Three** with three objectives (2 minutes).
- Slide 7: Recommend **Overarching Strategy Four** with three objectives (2 minutes).
- Slide 8: Visual: Balanced scorecard table with 1–3 performance indicators and associated metrics (1 minute).
- Slide 9: Analysis (1 minute).
- Slide 10: Recommendation of new strategic plan strategies based on the balanced scorecard (1 minute).
- Slide 11: Overall recommendations/conclusions (1 minute).
- Slide 12: References.

Include all relevant supporting details, such as data, charts, and graphs, as an addendum to the presentation. Indicate the slide associated with the relevant data set. In addition, include all relevant data and narrative in the notes section of each slide.

Supporting Evidence

Cite a minimum of six references to current scholarly and authoritative sources to support your presentation. Format your citations and references according to APA style and formatting guidelines.

Submission Requirements

Proofread your slides and addendum, before you submit them, to minimize errors that could distract readers and make it more difficult for them to focus on the substance of your presentation.

Portfolio Prompt: You may choose to save your presentation to your ePortfolio.

Course Resources

[ePortfolio](#)

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

u09d1 - Strategy Linkage to Human Resources

Note: Remember to adhere to the requirements for initial discussion postings and responses addressed in the School of Nursing and Health Sciences faculty expectations message.

When developing a strategic plan and adaptive strategies, we must always be cognizant of the 2nd and 3rd order effects of those strategies. For instance, human resources comprises an area of specific aspects of this issue.

- What are the primary differences in the human resources strategies needed for expansion, contraction, and maintenance of scope?
- Which type of adaptive strategy is the most difficult to implement from a human resources perspective? Why?
- Evaluate the linkage between the internal environment and value-adding service delivery and support services.
 - Provide an example from your health care organization.

Response Guidelines

Read and respond your colleagues' posts. Try to comment on those that have had few or no responses thus far.

Course Resources

Graduate Discussion Participation Scoring Guide

u09d1 - Learning Components

- Analyze human resources strategies.
- Identify the linkage between the internal environment and value-adding service delivery and support services.

Unit 10 >> Communicating the Strategy and Developing Action Plans

Introduction

The successful implementation of a strategic plan requires effective communication and a thorough understanding of not only the role of the organization within the greater community, but the role of leadership within the organization. By effectively engaging stakeholders and understanding the philosophy of strategic management, leaders can mitigate challenges and hurdles that face those directing change.

Learning Activities

u10s1 - Studies

Readings

From the Capella University Library, read:

- Daly, R. (2014). [The structure of value](#). *Healthcare Financial Management*, 68(1), 56–63.

Optional Resources

Scholarly Writing and APA Style

Use the following resources to improve your writing skills and find answers to specific questions.

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ePortfolio

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u10s1 - Learning Components

- Identify a framework for delivering added value to health care organizations.

u10d1 - Information Systems

Note: Remember to adhere to the requirements for initial discussion postings and responses addressed in the School of Nursing and Health Sciences faculty expectations message.

Information systems are an essential competitive resource for health care organizations and are critical in supporting strategic decision making, administrative operations, and patient care in an increasingly information intensive industry.

- What changes are information systems, in general, and the electronic medical record (EMR), specifically, bringing to health care and how do they impact strategic planning?
- What data and predictive analytics are available through the EMR?
- How can information systems be used for effective strategic planning?

Response Guidelines

Read and respond your colleagues' posts. Try to comment on those that have had few or no responses thus far.

Course Resources

Graduate Discussion Participation Scoring Guide

u10d1 - Learning Components

- Determine the impact of information systems on health care and strategic planning.

u10d2 - Course Reflection

Note: Remember to adhere to the requirements for initial discussion postings and responses addressed in the School of Nursing and Health Sciences faculty expectations message.

Now that you have come to the end of your course, please take some time to reflect on your experience and answer the following questions:

- Describe theories, concepts, or pieces of research knowledge you learned from this course experience.
- Explain how you will apply the course content and course experiences to your world of work or practice.
- Describe how you have grown personally and professionally because of completing this course.
- Discuss the areas of this course that you would like to learn more about or on which you still have questions.

Response Guidelines

You are not required to respond to other posts for this discussion.

Course Resources

Graduate Discussion Participation Scoring Guide

u10d2 - Learning Components