**Children’s Hospital of Los Angeles Environmental Analysis**

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External environment analysis is a procedure carried out to objectively assess the ever-changing outside environment in which the organization conducts its activities. Through environmental analysis, the organization can foresee and predict possible threats it faces or opportunities that it can exploit. The organization under review is Children's Hospital of Los Angeles, a charitable healthcare facility whose focus is to provide medical care to children and adolescents. Based on its unique services, Children's Hospital of Los Angeles has been able to attend to the healthcare needs of many children around California and other parts of the country. The facility was founded in the early 20th century in present-day Chinatown (CHLA, 2021). Time has allowed its growth, and it presently offers close to 400 pediatric specialty services. In addition, it has managed annual donations of hundreds of millions of dollars to facilitate families with children to access pediatric services easily. Therefore, this paper presents a discussion about the external environmental analysis of Children's Hospital of Los Angeles. Part of the discussion includes evaluating the external environmental analysis into the enactment of the strategic plan, assessing the facility's capability to react to changes, and identifying the significance of competitive analysis. Further sections highlight the facility's goals and objectives running up to five years, including a description of how the facility will evaluate each plan.

**Evaluation of External Environment Analysis into the Development of Strategic Plan**

 Based on the needs of decision-making in the future, the development of the facility's strategic plan adopts the emergent approach in strategic management. Nonetheless, it is essential to evaluate the external environment surrounding Children's Hospital of Los Angeles. Concerning the development of the strategic plan, the external environment elements to be analyzed in this case include possible threats and opportunities like innovation, competitors, demographics, infrastructure, partners, and the regulatory environment.

**Innovation**: In terms of innovation, Children's Hospital of Los Angeles faces new technology challenges related to telemedicine. However, the facility has also adopted the "tele-rounding" approach, which deploys robots in neonatal care and allows healthcare service providers to provide neonatal services remotely (Kavanagh, 2015).

**Competitors:** The facility faces competition from healthcare facilities around the region and in the country attempting to provide similar services whose focus is on children and adolescents. Competitors as an external factor threaten the facility, but the facility has partners both nationally and outside the U.S, which gives it more leverage.

**Demographics:** The demographic factors of interest to Children's Hospital Los Angeles are age and gender, whereby under the aspect of age, much interest is given to children and adolescents. In terms of gender, the organization focuses on pregnant women. The precision in the target market makes its healthcare services unique.

**Infrastructure:** The area where Children's Hospital Los Angeles is located has a better infrastructure in transport, telecommunication, and other related public services, making it easier for the population to quickly access the pediatric and neonatal services provided by the facility.

**Partners:** Children's Hospital Los Angeles has been able to form national and international alliances. The partnerships have facilitated its critical funding activities, especially since Children's Hospital of Los Angeles is a charitable organization.

**Regulatory environment:** The external environment concerning regulations and agreements governing healthcare has favored Children's Hospital of Los Angeles, especially since it is a charitable organization; part of the advantages include tax relief because the organization is a non-profit healthcare service provider. Thus, the mentioned factors are critical components in the development of the facility's strategic plan.

**Organization’s Ability to Respond to Internal and External Changes and Challenges**

Children's Hospital of Los Angeles's ability to respond to internal changes and challenges is dependent on the facility's strengths. In contrast, its ability to respond to external changes and challenges is dependent on the facility's preparedness in handling threats and its readiness to exploit the available opportunities. Some of the internal changes and challenges include staffing levels to meet the growing population base in need of healthcare services and resources needed to perform its healthcare services provision function. Children's Hospital of Los Angeles can respond to the internal challenge of staffing required to meet the necessary patient-to-nurse ratio. Since the organization functions as a charitable healthcare facility, it receives the needed human resources in volunteers. Hundreds of healthcare professionals volunteer to provide various healthcare services to children and pregnant women. That helps Children's Hospital of Los Angeles maintain the required patient-to-nurse ratio, ensuring better services provided and improved healthcare outcomes (McHugh et al., 2021). In the case of resources needed to meet the various operational needs, the facility has partners both locally and internationally who avail resources in donations. The external challenges and changes facing the healthcare facility are the changing technology and competition. However, Children's Hospital of Los Angeles can respond to the external change of technology use in healthcare provision as the facility keeps up with the trends and changes in technology. In addition to this, the institution's innovativeness enables them to provide infant care remotely to patients via telemedicine, ensuring that the facility remains current with technology improvements. In terms of competition, Children's Hospital of Los Angeles responds through its uniqueness in healthcare service provision, specializing only in children, adolescents, and pregnant women. The precision in the niche in which the facility provides healthcare eliminates threats like competition.

**The Importance of Competitive Analysis**

 Concerning the charitable organization under review, which is the Children's Hospital of Los Angeles, competitive analysis is a promotional and strategic management approach where an organization assesses the strengths and weaknesses of both its present and possible competitors. As a result, competitive analysis affords the organization a strategic perspective where they can defend their share of the customer base and increase their market share by capitalizing on their rival's weaknesses. Consequently, in the context of Children's Hospital Los Angeles, competitive analysis is fundamental because it provides a valuable basis for out-performing its competitors in the areas of pediatric care and neonatal care services, thereby ensuring that customers prefer the services provided by Children's Hospital Los Angeles over those offered by its competitors. Some notable competitors to the charitable organization under review include the Boston Children's Hospital, Cook Children's Healthcare System, UCLA Health, Children's Healthcare of Atlanta, Children's National Hospital, and UCSF Benioff Children's Hospital. Another importance of competitive analysis is that it aids the organization under review to identify ways to boost its approach to pediatric care, which includes encouraging Children's Hospital of Los Angeles to emphasize its strengths and the services they offer better than the rivals. Overall, the various aspects of a competitive analysis result in a competitive advantage over the competitors of Children's Hospital of Los Angeles.

**Goals and Objectives for 3-5 Years and How They Will be Measured**

Children's Hospital of Los Angeles goals and objectives for three to five years are part of the strategic plan. The identified goals and objectives include: For the next three to five years, the organization aims to increase the rate at which the families and the community gain access to healthcare-related resources and information relating to children, adolescents, and pregnant women. Hence part of the initiatives consists of expanding the access to healthcare resources and information about mental and oral health and children's care, championing children's health initiatives like ease access to pediatric care. The objective will be measured based on the growth in the number of individuals in the community with proper access to disease prevention services and pediatric care.

 Another objective is raising awareness among the community members concerning pediatric health and other safety and related societal concerns. Thus, to live up to the initiative, the facility will be required to capitalize on community events and local institutions as a platform to carry out educational sessions intended to encourage healthy behaviors and disease prevention initiatives. The goal will be measured based on the extent to which the community members, including parents and children, are enlightened on matters relating to the health and safety issues of children, adolescents, and pregnant women.

 Children's Hospital of Los Angeles identified the goal is to impact the general health and wellness of children and adolescents in the surrounding community. That includes collaborating with local organizations and local healthcare service providers in availing information and childcare services to the less served groups in the community. The measure of the goal is based on the number of the less done groups that are enlightened about child health after the three-to-five-year period. Additionally, Children's Hospital of Los Angeles's other goal is to expand economic openings for the younger generation and their families by offering opportunities like internships and mentorship openings, which solve social inequality and improve the community concerning social determinants of social health. The goal relating to the expansion of economic opportunities will be measured based on having more young individuals from the community economically empowered through mentorship, internships, and work experience opportunities offered to them.

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