Strategic Plan: Implementation Plan, Strategic Controls, and Contingency Plan Analysis

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The OhioHealth Corporation is a well-recognized firm nationally due to both its non-profitable and profitable activities, healthcare outreach, and charities conducted by the United Methodist Church that the OhioHealth organization got founded upon. The facility is recognized as the fifth largest health system in the U.S. through research conducted by IBM Watson Health. The facility is ranked among the 100 best employers by Fortune for the last twelve years. The facility has 29,000 physicians, volunteers, and associates with at least eleven hospital networks, 200 plus ambulatory sites, home health, hospice, medical equipment, and other services in at least forty-seven Ohio counties (OhioHealth, 2015-2018). The hospital mission focuses on health, faith, wellness, and partnerships.

The OhioHealth hospital organization believes in the health values, wellness, and partnerships because they will help revolutionize the services offered by the enterprise. Partnerships will help deal with any health crises and problems that may arise. The health facility believes in health values since they can help address the wants of the vulnerable and the disadvantaged in society. The wellness of these health services will assist in the delivery of high- quality treatments and sensitives medical services to the incoming medical or nursing students (Batalden, Batalden, Margolis & et al., 2015). In the following essay, the strategy plan for strategic controls, contingency plan, and implementation analyses of the OhioHealth Corporation will get discussed.

**OhioHealth Implementation Plan**

***Objectives-*** The company has been doing well since it got founded. The healthcare organization has expanded its capacity and given several awards for being the number one healthcare provider in Ohio. However, it needs methods and ways to increase its market share and activities. The strategies should be facilitated by the company management team to have faith in their clients they are caring for in their treatment plan. A good implementation plan should be well designed; the program should have details of costs, difficulties, and tasks that could arise during the implementation of the plan (Hilt, Ireland & Hoskisson, 2015). The implementation plan should also provide the cost of installing new health systems, a need for medical training, maintenance procedures, and healthcare personnel required. The objectives include the expansion of the healthcare facility activities by getting new consumers and lead the market when it comes to areas in health, wellness, and medical partnerships. With an expanded facility, the hospital organization will have more resources such as medical staff, equipment, and infrastructure to cater for new clients who get admitted for medical care and necessary treatment upon diagnosis (Batalden, Batalden, Margolis & et.al., 2015).

***Strategy-***The healthcare enterprise will create strategies for health network expansion and customer loyalty. The strategies include community-oriented health programs such as charity events or medical camps which will help attract new and loyal customers. OhioHealth will organize medical camps with charity organizations. The healthcare team who will conduct the exercise will be made up of ten members including a physician, a nurse, and also a gynecologist. The medical camps will do free blood sugar checks and blood pressure screenings. The OhioHealth medical facility will have the responsibility of creating these health camps, hence, those in charge

will be the ones who will be doing the medical screenings. Promotions and advertisements of medical camps, free medical check-ups, and providing free health education programs to the local communities in Ohio is one of the strategies which will be used by the healthcare facility organization.

Another strategy is paying attention to research and development and sales leading the market with regards to offering the best health services and products. The organization's research and development department can focus on finding solutions to public health issues like alcohol-related problems, heart disease, usage of tobacco, motor vehicle accident injuries, and teenage pregnancies. Dealing with these issues will help improve the health status of individuals in this country. Since public health matters are one of the missions of the OhioHealth organization, it will take the necessary measures to ensure that the task gets accomplished.

***Functional Tactics-*** The operational statements have details on the objectives and tasks used by the organization to obtain its short-term goals and increase competitive advantage. The involvement of the healthcare management team is necessary for carrying out the operational activities properly. The management team oversees all operations within the organization, such as administration activities and decision-making processes. Since the way a health organization gets managed can significantly affect health outcomes, patient satisfaction, and the quality of care offered to patients (Chesluk, Bernabeo, Reddy & et al., 2015). The administration activities include the coordination of activities at OhioHealth, creating goals for the OhioHealth facility, and develop strategies on how to achieve them. The healthcare administration team is the one who is responsible for communicating any changes in the organization. The administration should take necessary measures which will help the medical staff members concentrate on offering appropriate

healthcare services. Other administration activities done by the management team includes marketing the facility’s services, budgeting, and scheduling the organization’s activities. The research and development department can assist in improving the health services offered to consumers over the online medical platforms (Batalden, Batalden, Margolis & et.al., 2015).

The R&D department also works to enhance the health products and offer consumers new innovative products. These include online medical platforms where patients and physicians can communicate. The patients can ask questions and receive information without visiting the facility (Walker, Haasnoot & Kwakkel, 2013). Furthermore, the marketing department is responsible for attracting new customers. The finance department of the firm handles the foundation costs. The marketing department engages the local communities of Ohio in sales campaigns for new products and advertisement for medical activities, such as free health check-ups. Foundation costs get accounted for during the expansion of the hospital or when a new department gets created. For instance, during the development of the diabetes program facility, the finance department ensures that the foundation cost does not exceed the expected budget (Slater & Spencer, 2000).

***Action Items-*** OhioHealth is patient oriented. The organization finds ways to establish good relationships with the clients. For instance, the patients can contact a physician through online medical platforms and can also provide feedback directly to the organization when it comes to their health and concerns. The company offers the most preferred services to the customers and makes strategies accordingly. Healthcare employees should have the needed resources to ensure they carry out their responsibilities in a successful and organized manner. For instance, the enterprise has various medical units such as diabetes, cancer, brain and spine, and emergency facilities, among others (OhioHealth, 2015-2018). The division of these services based on those

departments make it easy to attend to a large number of patients. The employees should be empowered with the power to make critical medical decisions (Walker, Haasnoot, & Kwakkel, 2013). The marketing department needs to bridge the communication gap between the R&D department, healthcare employees, and the consumer. The employees get extensively trained on the importance of making independent decisions when handling patients. For instance, the nurses can make arrangements to change the patient’s bed independently. The marketing and human resource departments can work hand in hand to ensure the healthcare staff are given the required communication tools, such as work cell phones and instant messages through email online to make communication easier (Batalden, Batalden, Margolis & et.al., 2015).

***Milestones and Deadlines-*** It is vital for OhioHealth to set up milestones and work to achieve them within the stipulated duration. The R&D department should be responsible for the creation of new medical products since it is the one that gets entitled with the responsibility of conducting research activities and proposing their medical research to the management team of the facility. The department acquired state-of-the-art research equipment to help them conduct clinical care research sufficiently and produce great medical products on health, wellness, and treatment (OhioHealth, 2015-2018).

The department has highly qualified staff which is why the OhioHealth Corporation does not depend on an external supply of its health products. The division also helps the facility research new infections patients may be having and propose solution(s) to them. The department is made up of doctors, lab technicians, physicians, and scientists who get dedicated to ensuring that the OhioHealth facility offers the best health services across the country (OhioHealth, 2015-2018).

The development of new medical services and products should take at least a year or twelve months. The product lifecycle should get reviewed when the prototype gets made since this helps the company to understand the products that are likely to bring profit to the company (Duranton & Puga, 2001). Once the product(s) get positive feedback, the commodity is launched out in the market. The marketing department should advertise such health products and services. Some of these products include engaging patients in online medical platforms and using text messages to remind the discharged patients to take their medications and update their physicians on their progress of treatment they got diagnosed with upon admission.

***Tasks and Task Ownership-*** For the company to motivate its employees, OhioHealth has its definition of task ownership. Task ownership enhances the morale of the workers. In this organization, the healthcare employees are expected to make their important healthcare decisions upon patient care and treatment. Some of the decisions that the medical personnel can make to enhance their morale include working with others to improve patient outcome. The employees should find an effective way to handle patients during a shift change. When employees feel valued, they start working with more enthusiasm and energy (Walker, Haasnoot & Kwakkel, 2013). The teams of employees in OhioHealth work to ensure the patients are safe and well attended. They collaborate with each other to make their duties easier and successful. Employees should oversee that medical equipment getting used by the patients are safe, sanitary, and during shift changes, they should ensure a smooth transfer of all patients for the incoming nurses and physicians overseeing their care for that shift. Updating patient medical records make it easy for the nurses and physicians in different shifts to know what the patient requires medically based on their diagnosis.

***Resource Allocation-*** The allocation of resources is imperative to the organization since it is essential for the healthcare employees to have the required resources needed to carry out their work correctly. The management team at OhioHealth needs to ensure that all the necessary medical resources get allocated to the healthcare staff. The control of medical resources should be handled by the R&D department and human resource teams. The medical employees should be given stethoscopes and other necessary medical equipment like blood glucose monitors to test the incoming patient’s blood sugar levels for any signs of diabetic complications affecting their immune system. This process makes working carefully and efficiently upon patient care admission to the medical units. The human resources department should handle materials such as healthcare employees assigned work hours. Having employee records, such as shift schedules, will help the organization monitor the productivity of their healthcare personnel. The files will help the organization to know which employee should get promoted in case a vacancy needs to get filled emerges or one of the top employees retires. The records will also help the organization to know which employees they can rely on during an emergency.

**OhioHealth Change Management Strategies**

With changes that are created by an increased number of healthcare competitors and time, the OhioHealth management teams should make the required changes to its strategies. The company should be aware of the present demands of the customers or incoming patients getting admitted from there emergency departments. When they offer different medical services and products to the customers, they should do so carefully with the patients in mind upon appropriate medical needs and diagnosis (Baalbaki, Ahmed, Pashtenko & et al., 2008). All healthcare services and products in the OhioHealth organization are patient-oriented for proper medical care and

treatment. The facility should be aware of the client needs. If the healthcare providers meet the needs of the clients or patients, they will always be successful. The company will also have the upper hand to other healthcare competitors when the medical staff members are informed, professional, and ensures that the patients are satisfied with the medical services offered in their treatment. Some of the client demands include fast care of patients, affordable medical services, and friendly healthcare staff (Walker, Haasnoot & Kwakkel, 2013). When OhioHealth is run based on its strategy, there will be maximum possible changes that the enterprise will succeed. The proper strategic management ensures that the company understands the profits or losses made and provides that the management team makes the required decisions based on the retrieved information (Hilt, Ireland & Hoskisson, 2015).

The company should make profit and loss statements which are commonly known as income statements. The reports are the most common and most popular financial statements in any organization. The income statements tell the company if it's profitable or not. The profit and loss statements give a summary of the company’s revenue, its expenses, and then shows the net profit of the organization. The expenses of the company may include salaries and wages, employee-related costs, insurance, leased equipment, marketing services, office expenses, income taxes, and depreciation of the company’s assets (Preparing Financial Statements: Profits and Loss Accounts (P&Ls), 2014). The success of the company depends on its marketing strategies. The company should use unique marketing strategies which will help them attract more patients for care from within the state of Ohio or across the country, including those seeking better healthcare services internationally. The facility should also strive to cut down on expenses and use the extra money to invest in other sectors which aim at improving the

healthcare services offered by the company. The profits made by the organization should also be re-invested to help the company grow further and expand (Larsen & Wolfe, 2016).

**OhioHealth Key Success Factors and Finances**

The financial resources decide the success of the company. Before making any new plans that should get implemented, the organization needs to check its financial resources. For the company to succeed in the state of Ohio, it should focus on coordinating its vendors, suppliers, contractors, and other human resources. The company can invest in an information system that allows contractors, vendors, and suppliers to communicate directly with the management team when they have new healthcare materials to supply, or when the facility has new medical materials to be provided (Walker, Haasnoot & Kwakkel, 2013). Although most healthcare providers are not interested in the finances of the company, it is essential for them to learn about various financial figures.

***Budget-***OhioHealth, based on the following budget created on the next page, takes into consideration the investment on its side and classifies it as current assets that have a maturity of only three months. The assets get purchased in the form of cash equivalents that are used to create a strong kind of budget for the healthcare organization. The cash of the corporation is then used to come up with the budget and total expenditure of the organization. Furthermore, the liabilities and assets acquired get assumed in a specific form of business combination, such as intangible assets which are usually considered to be in their estimated fair values (Accounting Tools, 2017). These forms of assets are critical when coming up with a budget for the organization.

|  |  |
| --- | --- |
| **Sources of Income** | **(In Thousands)** |
| Donations from Individuals | $228,000 |
| Donor Gifts from Major People | $450,000 |
| Contributions of the Board | $400,000 |
| Other Events | $140,000 |
| Foundation Grants | $240,000 |
| Space Rentals | $8,660 |
| **Total Revenue** | **$918,000** |
| **Total Expenses** | **$548,660** |
| **Excess Revenue Against Expenses** | **$369,340** |

(Fig. 1: OhioHealth Corporation, 2015-2016)

***Forecasted Financials-***With forecasted financials for OhioHealth they can facilitate health care intervention strategies and preventative medicine by educating medical providers to take appropriate and necessary actions to manage demand and minimize risks. Forecasting in healthcare would rely on information and analytical tools, along with reliable data for predicting specific healthcare situations. Based on the following chart on the next page, the full-time equivalent is the number of hours a healthcare employee gets paid during a certain period, either contracted full-time or full-time by the total amount of hours worked for OhioHealth’s forecasted five-year period where the estimation has gotten predicted on the organization (Business Dictionary, 2018). OhioHealth will be able to organize itself for the same, whether it will be making profits or losses during this period.

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | 2019 | 2020 | 2021 | 2022 | 2023 |
| Revenue  | $396,020 | $436,620 | $479,180 | $527,096 | $679,804 |
| Gross profit | $356,420 | $392,060 | $431,264 | $474,388 | $521,825 |
| Operating expenses | $240,020 | $320,020 | $320,020 | $400,020 | $400,020 |
| Full-time equivalent  | 2 | 3 | 3 | 5 | 5 |
| **Net profit** | **$116,420** | **$72,060** | **$111,264** | **$74,388** | **$121,825** |

(Fig. 2: OhioHealth Corporation, 2015).

***Break-Even Chart-*** The losses and profits made by the organization can affect the employee’s salaries and bonuses which are given to the workers. Losses would make it difficult for the company to cater for the expenses, like salaries. If OhioHealth makes massive profits, paying their workers will not be a problem since it has the money to pay them. High profits will also help the company pay its employees fairly, and they can hire more workers to increase the productivity of the healthcare organization. On the other side, if a company makes consecutive losses, it will be difficult to operate, and the daily activities of the company will stall; hence, the productivity of the company will decrease (Vitez, 2018).

It is crucial for the organization to find a way to educate nurses and physicians on financial statements. Nurses and physicians should know the value of the health care services and products offered to patients because that is how the health facility will make losses or profits in their operations (Batalden, Batalden, Margolis & et.al., 2015). In the past few years, OhioHealth has made profits. In the future, the company is expected to increase its revenue streams due to better management of resources. Better management of resources reduces waste, hence, increases savings costs while increased patient satisfaction improves the reputation of the company. Also, attracting new customers that will enhance the revenue streams. Based on the break-even chart developed on the next page, the cost and revenue would depend on the number of patients and the

row that gets highlighted in red is where the total cost and total revenue of the healthcare organization are the same, thus coming up with the break-even point (My Accounting Course, 2018).

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Quantity** |  | **Costs** |  | **Revenues** | **Profit/Loss** |
| *Medical Products or Services* | *Variable Costs* | *Fixed Costs* | *Total Cost* | *Total Revenue* |  |
| 0 | $0 | $500 | $500 | $0 | $500 |
| 2,100 | $100 | $500 | $600 | $320 | $420 |
| 4,000 | $230 | $500 | $700 | $460 | $220 |
| 5900 | $340 | $500 | $820 | $700 | $100 |
| 7,900 | $500 | $500 | $940 | $940 | $0 |
| 9,900 | $580 | $500 | $1,060 | $1,180 | $100 |
| 11,900 | $700 | $500 | $1,180 | $1,420 | $220 |
| 13,980 | $820 | $500 | $1,300 | $1,660 | $340 |
| 15,580 | $940 | $500 | $1,420 | $1,900 | $460 |

(Walker, Haasnoot & Kwakkel, 2013)

**OhioHealth Risk Management Plan**

Similar to other organizations, OhioHealth has several risks that it faces. Some of these risks include legal, environmental, or medical risks. The risks include injuries, inpatient care, infections, performing surgery, and the emergence of pneumonia. Other risks involve treating patients who are overweight, including those with high blood pressure and blood sugar levels. The

facility may also have a chance of not having some vaccines and offering patients wrong nutritional choices (Griffin, 2005-2018). These mistakes can lead to the organization’s hospitals losing patients, hence, the profits the organization makes will reduce. Some of the risks can get avoided while others cannot. An effective risk management plan should help the company minimize the factors that get associated with a given risk, plan, or strategy.

**Effective Risk Management Plan**

Risks are threats to the success of the company. If they occur, they can cause severe damage or a negative consequence to the business. The management team of OhioHealth should understand all risks and prepare the strategies they will use to fight them. The strategies are the ones called the risk management process (Hilt, Ireland & Hoskisson, 2015). The first thing is to identify the risks. During the annual planning process is the best way to identify those risks the healthcare company will face in the next year. The number of risks stated previously can get identified at this stage.

The next thing in the risk management process is quantifying the potential damage which could be caused by the risk. For example, if a fire outbreak occurs in one of the medical organization’s warehouse, it can cause a lot of damage to the OhioHealth facility; hence, the services offered to its customers will go down. The organization will then prioritize the risks according to the severity and the probability of their occurrence (Walker, Haasnoot & Kwakkel, 2013). The third step is developing a mitigation strategy, whereby, the strategy and tactics get formulated which will help reduce the effects of risk. Insurance is the best way to mitigate a risk for both the employees and patients.

The last step is implementing the strategies and then finally assessing the effectiveness of the strategies (Walker, Haasnoot & Kwakkel, 2013). For the strategies to be implemented, small tasks should get implemented. The healthcare management team should assign some responsibilities to its staff. A strategy to deal with the risk of losing the company’s data, for example, can involve the creation of offsite backup storage.

**Contingency Plan and Risk Mitigation**

The strategies that should be implemented by OhioHealth to ensure patient satisfaction includes preventing any form of threat to the company’s patient medical records. Hackers can intrude the company system to retrieve sensitive information about the patients. The company should have restricted access to some areas. To prevent intrusion and other threats, the organization should provide authorized access only to the employees using passwords, logins, and firewalls (Ozair, Nayer, Sharma & et al., 2015). Only a small number of employees should have access to most of the patient records. Nurses and physicians handling the patient medical records should be authorized to access those records on care and treatment plans.

**Conclusion**

The growth of any company highly depends on its strategies, implementations, strategic controls, and contingency plans. In the OhioHealth Corporation, the approach ensures the demands of patients are met by hiring skilled health care employees and using information systems to make delivery of services swift and secure. The motivation of employees is important because it increases morale. Employees who take part in making important patient treatment care decisions and are valued by the company tend to be highly motivated. The employees work hand in hand to ensure that all patients are well attended and taken care of properly. In the

implementation phase, the objectives should get divided into short-term and long-term goals (Hilt, Ireland & Hoskisson, 2015). These goals should be classified based on their milestone and deadlines. It is vital for health organizations to address various issues affecting patients to ensure that they can get the required medical services. This process will be a source of getting more patients, thus, increasing the amount of revenue generated by the healthcare facility.

Therefore, with decent and ethical decisions about the running management healthcare team of the OhioHealth organization, employees will be motivated and encouraged to give their best towards patients. This approach will be the best form of marketing since the healthcare organization can base their exemplary performance towards delivering the best kind of services to patients. For example, giving healthcare workers extra payment for the overtime hours that they work will motivate them and will always ensure they will not miss their shifts because of the form of payment that they receive after working extra long hours. The organization should ensure that the type of decisions that get made within the company fits the needs of the workers and patients. Additionally, any problems arising within the healthcare enterprise should be addressed immediately to ensure that it does not escalate and cause issues that may hinder the standard functionality of the company. This issue is because the problems may damage the image and activities of the healthcare facility. The healthcare workers should also address most of the critical issues that affect patients they treat and care for appropriately based on their diagnosis. The ability to make necessary and informed health decisions should be given to all employees within reason.

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