Strategic Plan Part 1: Environmental Scan

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The OhioHealth organization as my former employer is a nationally recognized medical care affiliation of the United Methodist Church. The OhioHealth Corporation is composed of 29,000 healthcare employees, volunteers, and physicians (OhioHealth, 2015-2018). They are an enterprise that is integrated around fort-seven Ohio counties consisting of two hundred plus ambulatory sites, home health, eleven hospitals, medical equipment locations, and various other medical health services (OhioHealth, 2015-2018). It is also a health system facility known to make profits in some areas and increase revenue, including providing annual public financial reports to local communities. For example, in fiscal year 2015 the corporation was able to make $3.3 billion in increased revenue, almost a half-billion dollars, with their expansion of three additional hospitals in three counties. The large sum of revenue received was used to upgrade facilities and recruit new physicians (Ghose, 2015). IBM Watson Health recognized OhioHealth to be among the best top five health care systems in the United States (OhioHealth, 2015-2018).

It is an innovative healthcare facility that offers world-class patient care in a supportive and professional environment (OhioHealth Opens Doors to Next Generation Hospital, 2008). The OhioHealth organization has a lot of opportunities to learn and grow. It ensures that the careers of its associates get realized by giving them a chance to take advantage of the available programs and opportunities. Through this, the associates are in a position to express their ideas and more so advance on their professional goals. The four pillars of the OhioHealth organization are excellence, compassion, stewardship, and integrity (OhioHealth, 2015-2018).

The OhioHealth organization facilitates the expansion of talents and skills. It enables the nurses to employ their skills in their tasks as they get offered full support. It results in the productive work that the nurses do as they carry out their responsibilities. There are advanced equipment and procedures in the organization which is necessary for the physicians. The talented professionals are attracted to working in the OhioHealth organization because of the utility of telemedicine for emergencies and also the presence of the comprehensive neuroscience programs (OhioHealth, 2015-2018).

OhioHealth Corporation’s stated mission is *“To improve the health of those we serve.”* The stated vision is *“Where people want to work, where physicians want to practice and, most importantly, where patients want to go when they need healthcare services.”* The fundamental value of the corporation is *“we honor the dignity and worth of each person”* (OhioHealth, 2015-2018).

**Creating Value and Sustaining Competitive Advantage**

The OhioHealth organization operates in both the internal and external environments. It, therefore, scans the environment that continues to identify the opportunities, strengths, threats, and weaknesses. The strengths of the medical facility are the availability of resources, advanced equipment, and professional healthcare providers of OhioHealth that get used in creating value and sustaining a competitive advantage. The strength that OhioHealth has is the fact that it has enough resources, such as medicines for various treatments for medical conditions and professional physicians and nurses, such as specialists or subspecialists who have a specific branch of medical practice they can treat certain medical conditions on and get required for

providing quality care to the patients. The type of unique medical resources the medical enterprise has available are advanced equipment such as telemedicine, ultrasonography machines, and neuroscience machines such as optogenetics (OhioHealth, 2015-2018). The kind of healthcare providers is nurse practitioners, primary care and specialty physicians, along with medical program coordinators and therapists. OhioHealth creates value by providing quality care to the patients that they serve and ensuring that the spiritual, emotional, and physical needs of the patients get provided. Their services are not biased since they are committed to ensuring that the quality of healthcare that gets provided is available to all. The organization also creates value by offering opportunities to all medical professionals, such as nurses and physicians, where they can advance their skills and get exposed to better equipment (OhioHealth, 2015-2018). The health and well-being of the patients served by the OhioHealth Corporation is their top priority.

The OhioHealth organization uses the environmental scanning strategy to sustain its competitive advantage. The internal and external factors are identified and analyzed to note the weaknesses of the organization, and the threats and opportunities presented by the competitors (Kumar, Subramanian & Strandholm, 2001). The organization seeks out the best solutions to their weaknesses to eliminate them. A weakness such as less management support can get dealt with by having the workers address the issue to the CEO (Oliver, 1997). The management support team contributes indirectly for effective and quality care towards patients. It ensures that the company does not get failed by factors that are internal. The OhioHealth organization takes advantage of the opportunities available by providing quality care to the people in need of their services. Such opportunities include engaging in innovations and learning about the new or current changes, such as synthesized antibiotics to facilitate better care to patients (OhioHealth,

2015-2018). It is not the case in the majority of the hospitals which only focuses on serving as many patients as possible to get more money, even though OhioHealth is known to be profitable and accumulate revenue in some areas of the corporation. OhioHealth is committed to helping people of all living standards which means that their services can be afforded by the poor. The threats from the external environment get dealt with appropriately and in advance. Such risks could be a rise in tax rates that would not allow them to innovate medical services properly for appropriate patient care needed for certain chronic medical conditions, like heart disease or neurological conditions like epilepsy.

**OhioHealth’s External Environment**

The external environment of the OhioHealth organization includes its competitors, which are the Ohio State Wexner Center University Hospital and Mount Carmel Health (Sutherly, 2013). Through OhioHealth’s central Ohio primary care, the laboratories they compete with are Lab Corp, Quest Diagnostics, and the Mayo Clinic (Central Ohio Primary Care, 2018). The society, which includes the people who are served by OhioHealth, is happy since it receives quality care and most of them have benefited from the services offered within the organization. The organization is not much flexible to the changes that occur in the health care system because the top management team is not skilled in managing change.The OhioHealth organization upholds the legal guidelines where its procedures and policies follow the directions set forth by the government agencies. For instance, the Human Rights Act 1998: Article 8 of The Human Rights Act, mentions the honorable right of respect for privacy and the home life of the family necessitating that private information, such as medical documentation, gets kept secret (Equality and Human Rights Commission, 2016). In a case where the patient needs to undergo surgery, the

doctor who is to perform the process requires awareness about the health status of the patient. This situation indicates that private information has to get disclosed.

**OhioHealth’s General Environment**

The general environment includes the economy, technology, social, political, legal, and the environment itself (Hilt, Ireland & Hoskisson, 2015). The economic climate of the OhioHealth organization is a crucial factor. There is an increase in the number of indigent patients since they are not in a position to pay their bills. This reason is of a result of their low financial status. Obtaining healthcare insurance is crucial in ensuring that patients will get regular check-ups and take care of any chronic conditions.

From the advanced technology of information systems, the employees within the organization can complete their tasks accurately. Following the past health records of a patient is easier, and therefore, it facilitates quick and efficient decision making. The legal portion is about the laws which involve the health organizations **s**uch as actions undertaken by a nurse must be legally approved. However, some actions are not legal but are ethical. For instance, if there is a patient who is almost at the point of death and there are three patients where one requires a kidney transplant, the second needs a liver transplant, and the third one a lung transplant. It is ethical to save the three lives and lose the one (Chaves & Massarollo, 2009). The political environment includes the taxation laws which mainly contribute to the costs of products, such as medicine or durable medical equipment, sold by OhioHealth. The taxation laws enforced would be imported products, such as medicines, that influence the amount at which the drugs are to get sold to patients (Friedman, 2018).

**OhioHealth’s Industry Operating Environment**

The industry operating environment of the OhioHealth organization gets reflected in its performance. A collaborative environment prevails within the organization to ensure that all the health care providers are involved in the realization of the mission and the aims of the organization. The nurses are allowed to seek new horizons in different departments. The nurses can achieve this by interacting with physicians and the individuals conversant with the Neuroscience facility. The system of facilities in OhioHealth offers an opportunity for the professionals to utilize their skills and learn more. The types of facility systems are telemedicine and micromanipulation equipment used in the Neuroscience programs (OhioHealth, 2015-2018). OhioHealth works in association with physicians in the aim of gaining the essential input on the safety of patients and quality of care given. The operating environment of the organization is beneficial to many people since there are so many medical and wellness programs and opportunities that are available. It is useful in that it offers its associates a chance to express their ideas and helps them move their careers forward. Programs such as the neuroscience curriculum that is crucial in letting the associates learn more using advanced equipment, such as the micromanipulation equipment (OhioHealth, 2015-2018). All the healthcare providers within OhioHealth ensure that they can provide quality care to their patients at the lowest cost and that clear and respectful communication get sustained.

**Conclusion**

In conclusion, environmental scanning is essential in an organization like the OhioHealth Corporation since it facilitates the identification of the external and internal elements. It

significantly contributes to the creation of value and most importantly the sustenance of competitive advantage (Hilt, Ireland & Hoskisson, 2015). Environmental scanning should be carried out consistently due to changes in the environment which affect the healthcare centers. These environmental changes can include pollution and climate change that may derive sickness or chronic health problems. It ensures that a business industry is aware of the threats from the external territory and therefore it can handle them appropriately. The OhioHealth organization is an example of a healthcare facility that sets a good standard in providing quality care to their patients.

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