Strategic Plan Part 2: Internal Environmental Analysis

Andrea Markiewicz

STR/581

September 3, 2018

Clarence Doelling

Strategic Plan Part 2: Internal Environmental Analysis

 The OhioHealth organization is a world-recognized charitable medical firm that operates under the United Methodist Church based in central Ohio area of Columbus. OhioHealth is active in serving the people and is competent in the global health sector to which they have earned several honorary rewards due to their commitment to the community as a culture to improve the health and well-being of those they serve (OhioHealth, 2015-2018). With an internal analysis of the enterprise, OhioHealth can explore their competitive viability and competencies when it comes to developing strategies to sustain their business within the medical community.

**Internal Environment of OhioHealth**

 The company consists of 29,000 associates, volunteers, and professional physicians together with a network of 11 health facilities and more than 200 ambulances providing ambulatory services (OhioHealth, 2015-2018). The organization also has a qualified medical team who provides home medical services, advanced medical equipment to carry out treatment, and provides services over the entire state of Ohio. The organization gets run by a board of corporate executives hired by the principal shareholders. The organization is headed by the CEO David Blom along with nineteen other corporate executives, and the Board of Directors whose officers consist of the Chairman Emeritus named Steve Rasmussen, Chairman John P. McConnell, Vice Chairman Nicholas Akins, and two other directors who all have a mandate over the OhioHealth neighborhood operations (OhioHealth, 2015-2018).

 The medical organization is also managed by their Chief Marketing and Communications Officer who oversees communication, Chief Information Officer who has control over the

organization's crucial medical information, and the Chief Financial Officer, Senior External Affairs Officer and Chief Medical Officer who oversees the medical team together with the medical staff and support staff (OhioHealth, 2015-2018). The welfares of the organization get reported to the CEO who reports to the shareholders on the progress of the organization as far as the mission and vision of the enterprise are concerned.

**OhioHealth’s Strengths and Weaknesses**

The strengths of OhioHealth are their improvement upon the services offered in the health sector. This process has gotten achieved through the application of innovative methods to curb the emerging issues in the field of health and medicine (OhioHealth, 2015-2018). Healthcare and services combined have also been made effective as the team of the OhioHealth organization provides medical services and health checkups to their clients both at the hospital and within their outside home compounds when it comes to advanced care. The public has, therefore, realized the need to seek medical attention, thus, making it easy to deal with chronic infections such as meningitis at early stages. Meningitis requires early diagnosis and treatment, otherwise will result in brain damage if not dealt with early enough (Viallon, Botelho-Nevers & Zeni, 2016).

The cost of acquiring medical services has also reduced significantly. The OhioHealth Corporation, despite being profitable in areas, for instance, growing revenue in fiscal year 2016 of around $3.59 billion in stealing their market shares from their local competitors of both Mount Carmel Health Systems and the Ohio State University Wexner Medical Center (Ghose, 2016) are also known as a charitable foundation when it comes to providing medical services at relatively

low fees since it focuses on providing quality care at affordable prices that can be met by lower-class families (OhioHealth, 2015-2018). The public pays little for quality health services, and this reflects the achievement of better health care to all citizens that would fall in line with the Sustainable Development Goals charter. The charter as part of the World Health Organization (WHO) places better medical health provisions as one of its critical missions in uniform development of the health sector across all nations by the year 2030 (World Health Organization, 2018).

Even though OhioHealth has recorded several positive results, it has gotten accompanied by various weaknesses. The organization states that it operates as a non-profit firm, despite being known to make profit in some areas when it comes to increasing revenue in fiscal year 2015 at $3.3 billion from additional new facilities that opened (Ghose, 2015). The charitable foundation implies that the enterprise does not operate for benefits. Therefore, it becomes a challenge to accomplish all arising severe health issues when they receive some donations and grants which can be insufficient if used, as stated, for specific medical research and programs that do not get focused on common medical diseases like lung cancer, chronic health conditions like diabetes, or programs lacking in universal disease preventions like heart disease. They may even increase healthcare clinics average costs for clients (Rosenman & Li, 2002).

Since the OhioHealth organization is based in Ohio they do not offer services to a wide variety of populations, thus, lowering their degree of experience as they only handle citizens of their state. The larger hospitals of the company have a higher degree of community health orientations as they interact with community members on various occasions, such as health checkups and education programs (OhioHealth, 2015-2018). OhioHealth is a small network

health facility that does fail to achieve the required degree of consciousness about other communities as they rarely initiate or take part in open day treatments, such as rehabilitation and therapy sessions in remote areas since it only pertains to central Ohio locations (OhioHealth, 2015-2018).

**OhioHealth Resources**

The OhioHealth Corporation has been conducting its health operations for years and has achieved a lot. The organization has over 200 ambulatory services that are essential in providing the ambulance services to clients whenever the need arises (OhioHealth, 2015-2018). The numerous ambulance sites make it easy to move critically ill patients in time, thereby, saving more lives. The organization also has several modern labs that offer advanced services in dealing with complex health complications or general health checkups with no appointments needed, including when specific lab orders get ordered by physicians they provide rapid, accurate test results, and can offer immediate testing (OhioHealth, 2015-2018). The labs also serve some government-owned health facilities, thereby, stabilizing the health sector regarding service delivery and fulfillment of rising patients’ healthcare needs.

**Important Internal Environmental Factors**

***General Analysis-*** Internal environmental factors are internally based and can be dealt with by the organization. The strength of the professional medical teams within the OhioHealth organization must be determined as this provides the trend on the progress of the firm’s operations, especially about the quality of care and treatment provided. The healthcare staff must be motivated at all times and remain quality results-oriented when delivering health services to

members of the public. The second internal factor that needs particular attention is the organizational and operational status when it comes to health care delivery in figuring out underlying causes of extreme sickness and not just the symptoms getting treated and accurate diagnosis of the medical condition itself (Saxton, 2014).

The organization should always keep up-to-date and accurate records of their patients and practice professional management procedures. The physical components (company’s location, equipment, and facilities), financial factors (funding and investment opportunities), and human resources (volunteers) must often be considered as they are critical in the daily operations of the organization towards the achievement of specific targets and implementation of weak areas for better results and services (Hilt, Ireland & Hoskisson, 2015). The infrastructure within the company determines the types of health care services offered. Availability of advanced equipment, such as cancer therapy machines, make the operations more efficient for patients as they are diagnosed quickly using the latest medical tools.

***Industry Analysis-*** The OhioHealth organization is a health facility governed by both the Industrial Union Act and state laws. The Health Industrial Unions exercise authority over all the health facilities by ensuring that they comply with the laid down state laws while attending to patients (Jenero, 2014). The state of Ohio unions is mandated to supervise the operations of both the public and private (including charitable organizations) driven health facilities and ensures that the services they deliver to society meet the required standards. The OhioHealth Corporation must always adhere to the Industrial Health Union Acts, such as the Ohio Board of Nursing agency through well-managed service delivery, for instance, providing healthcare solutions at an

affordable cost or limits on opioids prescription medication use when patients deal with extreme pain (The Ohio Board of Nursing, 2018).

***External Analysis-*** The external environmental factors emanate from the outside, and the organization has no or little control over them. These factors impact on the normal operations of the organization and the firm has no devised ways of preventing them from occurring (Hilt, Ireland & Hoskisson, 2015). The increased cases of chronic and complex diseases among the people have made it difficult for the OhioHealth organization to carry out their operations as projected when it comes to needs assessment since such chronic illnesses require extensive resources to deal with, such as cardiovascular disease, Alzheimer’s disease, diabetes, etc.(OhioHealth Doctors Hospital, 2016). Cancer at a critical condition is fatal and advanced chemo, and physiotherapy tools should be available in all the branches of the OhioHealth organization for timely diagnosis of the affected patients. Also, the organization relies on provider referrals when it comes to cancer care medical equipment for patients who are newly diagnosed (OhioHealth, 2015-2018).

**Competitor Analysis**

The OhioHealth Corporation being a charitable health-focused firm in some areas initiating improvement on patient care, competes with other hospital organization such as the Ohio State University Wexner Medical Center and Mount Carmel Hospitals (Ghose, 2016). The organization is also facing stiff competition on quality and timely service delivery from Quest Diagnostics and Lab Corp that provides lab services to their clients as they have modern forensic science labs that get outsourced by hospital organizations (Scott, 2017). Compared to the

OhioHealth organization they seek some lab services, for example, outside cancer therapy and diagnosis from external sources (OhioHealth, 2015-2018). The opportunities to deliver, therefore, exist within the organization and are contributed by the number of qualified physicians available, testing methods, and the variety of services offered to the public in general. The OhioHealth Corporation satisfyingly provides all services and is therefore recommendable to the public.

The enterprise is therefore competent and recognized in both the national and global health sector fields as they benefit both public and other private hospitals to deal with complex health issues for hospitalizations, such as heart failures which may need transplants (OhioHealth, 2015-2018). The only significant challenge that may hinder the competence of the OhioHealth organization when ranked with major lab facility providers is that not all services get offered in OhioHealth’s labs. The OhioHealth organization lacks an air medical team and facilities that make it difficult to attend to extreme emergency health issues at remote areas in good time. This problem, therefore, makes it difficult to compete with their main hospital competitors, such as Mount Carmel and Ohio State University Wexner Medical Center.

Global technology is also developing at a rapid pace, and the OhioHealth organization needs to put measures in to remain competitive in both the national and global health sectors as their hospital competitors work on updating their medical technology through innovation. Getting the funds required to move with technology can be a difficult task as the organization is known to be a charitable foundation in some areas that depends primarily on donations and grants to improve patient care initiatives (OhioHealth, 2015-2018). The only method that can make the OhioHealth firm to acquire funds is by becoming a national organization, but this also

has an impact on reduced standards of services offered when managed by the state. It is evident from most government health facilities that they offer services below average standards due to poor management and monitoring, including lack of health and medical education in the health care system by government health agencies (National Center for Biotechnology Information, 2011).

**Structural Influence On OhioHealth’s Performance**

The structure of the enterprise clearly defines the management relationships, departmentalization, and workflow of the company. Performance management involves the overall performance of the healthcare employees, both at the individual and team levels. The roles have been divided up well in the OhioHealth organization making it easy for respective individuals to report to stakeholders on the progress of the company. Part of this process may be why OhioHealth has gotten named recently, and in years past, as one of Fortune's best companies to be employed at in the region among healthcare employee ratings (OhioHealth, 2018).

Since the nurses are the closest health personnel to patients, they monitor the progress of patients and make important medical documentation reports to doctors/physicians. The nurses deliver the dosage of drugs for treatment and ensure the patients follow written prescriptions from the doctor. The nurses also record the trend of patients’ visit to OhioHealth facilities, and the records are used to analyze any health disorders, and periods they affect people the most (Wong, 2012). This analyzed report gets used in preparation for encountering diseases, such as the Zika virus that gets mostly spread through the bite of mosquitos that are infected, or even yellow fever that is caused by mosquito bites (Ohio Department of Health, 2018).

The physicians diagnose, administer treatment, and notify the operations board of the equipment required to make medical services offered satisfactory to their patients. The physicians prepare a medical budget proposal on medical tools needed, and the plan is then presented before financial and management committees for vetting so that allocation of funds for purchasing necessary medical equipment gets done and used for specific treatments or surgeries (Wong, 2012). Both nursing and physician staff's reported duties above are fundamental for the smooth running of the OhioHealth organization’s managed hospitals. The healthcare staff, therefore, report to their medical unit department supervisors on the healthcare operations status with managers above them reporting to their medical chief officers in respective areas. The chief officers would then report to the CEO who analyzes all the reports and provide to their shareholders.

Reported cases of underperformance among nurses, doctors/physicians, and other medical staff require immediate interventions. Examples of medical underperformance can be poor attendance by nurses and doctors towards patients in not spending enough adequate time in their care or treatment plan. Also, failure by health record officers to provide accurate and updated information on the achievements and failures of health facilities, and failure by senior officers to analyze the organization’s progress report and make it available to stakeholders (Wong, 2012). The implementation of the healthcare employees’ duty should, therefore, be done in good time, hence, saving the organization from further suffering due to losses incurred from weak areas.

**OhioHealth’s Competitive Performance**

The competence of the organization’s medical officers on the team is effective concerning the delivery of medical services. The network of the OhioHealth organization enables it to provide quality services in large-scale, thereby, assisting in the improvement of those services. The ability of the medical team to deliver healthcare services both at the hospital and at homes of clients is an innovative tool that will shape the health sector when it comes to skilled home care services that can prevent future returns to the hospital or emergency room. The members of the public get health care and services at the comfort of their houses, thereby, reducing the strain and cost to reach the health facility (OhioHealth, 2015-2018). Mobile medical services therefore enable the health sector to attain the mission of providing timely and affordable health services.

**Conclusion**

The OhioHealth Corporation has contributed significantly to the health sector of Ohio. The internal environmental analysis has played a crucial role in ensuring timely and quality delivery of services to the public through the OhioHealth foundation. The basis of success in an organization is the dedication and ability to grab opportunities whenever the need arises and putting focus towards the fulfillment of those set goals. The OhioHealth organization is a charitable firm when making financial issues a common factor when needed, but this does not stop the organization from achieving a lot in the health sector. For instance, the healthcare organization has achieved numerous honorable state awards in a row, beating out other government-owned organizations (OhioHealth, 2015-2018). The honorary awards imply that

OhioHealth has remained focused on delivering quality health care services to their clients in the long-run.

References

Ghose, C. (2016). OhioHealth Grows to $3.59B In Revenue, Takes Market Share From Its Two Rival Hospital Systems. Columbus Business First. Retrieved from https://www.bizjournals.com/columbus/news/2016/10/28/ohiohealth-grows-to-3-59b-in-revenue-takes-market.html

Ghose, C. (2015). OhioHealth Is Now a $3.3B Health System. Columbus Business First. Retrieved from https://www.bizjournals.com/columbus/news/2015/10/30/ohiohealth-is-now-a-3-3b-health-system.html

Hilt, M.A., Ireland, R.D. & Hoskisson, R.E. (2015). Strategic Management: Competitiveness & Globalization: Concepts and Cases. (11th ed.). Cengage Learning. Retrieved from University of Phoenix Online eBook Database.

Jenero, K.A. (2010). Union Organizing Trends In the Healthcare Industry. Holland & Knight. Retrieved from https://www.hklaw.com/publications/union-organizing-trends-in-the-healthcare-industry-10-14-2010/

National Center for Biotechnology Information. (2011). Engineering a Learning Healthcare System: A Look at the Future: Workshop Summary. Healthcare System, Complexities, Impediments, and Failures. U.S. National Library of Medicine. Retrieved from https://www.ncbi.nlm.nih.gov/books/NBK61963/

Ohio Department of Health. (2018). Zika Virus. Retrieved from https://www.odh.ohio.gov/en/odhprograms/bid/zdp/diseases/zika

OhioHealth Doctors Hospital. (2016). Community Health Needs Assessment. Description of Significant Health Needs As Well As Process and Criteria of Identifying and Prioritizing Significant Health Needs, pp.11-15. Retrieved from https://www.ohiohealth.com/siteassets/find-a-location/hospitals/doctors-hospital/about-us/chna/doctorshospital-chna.pdf

OhioHealth. (2015-2018). About OhioHealth. Who We Are. Retrieved from <https://www.ohiohealth.com/about-us/>

OhioHealth. (2015-2018). Financial Assistance for Patients and Families. Resources to Help Pay Your Healthcare Costs. Retrieved from https://www.ohiohealth.com/patients-and-visitors/paying-for-your-care/financial-assistance/

OhioHealth. (2015-2018). Heart Failure Program at OhioHealth. Expansive Network of Heart Failure Clinics. Retrieved from https://www.ohiohealth.com/services/heart-and-vascular/our-programs/heart-failure

OhioHealth. (2015-2018). Home Health Program. OhioHealth Home Health Is a Skilled Home Care Service. Your Doctor May Recommend It After Hospitalization Or Surgery. Retrieved from https://www.ohiohealth.com/services/home-care/our-programs/home-health/

OhioHealth. (2015-2018). Laboratory Services at OhioHealth. More Than 50 Test Sites Conveniently Located Near You. Retrieved from https://www.ohiohealth.com/services/laboratory-services/

OhioHealth. (2015-2018). OhioHealth’s Healthcare Awards and Recognition. Award-Winning Care. Retrieved from <https://www.ohiohealth.com/about-us/awards/>

OhioHealth. (2015-2018). OhioHealth In the Community. OhioHealth Brings Healthcare and Health Education To the Community. Retrieved from https://www.ohiohealth.com/in-the-community/

OhioHealth. (2015-2018). OhioHealth Leadership. Meet Our Healthcare and Hospital Leaders. Retrieved from <https://www.ohiohealth.com/about-us/leadership/>

OhioHealth. (2018). OhioHealth Makes Fortune’s “100 Best Companies to Work For” List for 12th Consecutive Year. Retrieved from https://newsroom.ohiohealth.com/ohiohealth-makes-fortunes-100-best-companies-to-work-for-list-for-12th-consecutive-year/

OhioHealth. (2015-2018). Outpatient Rehabilitation and Therapy. OhioHealth Has the Largest Outpatient Rehabilitation Program In Central Ohio and Surrounding Communities. Retrieved from https://www.ohiohealth.com/services/rehabilitation-and-therapy/

OhioHealth. (2015-2018). OhioHealth Research and Innovation Institute. Advancing Patient Care Through Research and Innovation. Retrieved from <https://www.ohiohealth.com/ohiohealth-research-and-innovation-institute/>

OhioHealth. (2015-2018). Patient and Family Support Services. Encouragement, Resources, Comfort. Retrieved from https://www.ohiohealth.com/patients-and-visitors/support/

Rosenman, R., & Li, T. (2002). Buying Healthcare Quality with Grants and Donations. Health Care Management Science, 5(1), 25-31. Retrieved from https://search-proquest-com.contentproxy.phoenix.edu/docview/227942753?pq-origsite=summon&accountid=35812

Saxton, T. (2014). Strategic Lessons for the Embattled Health Care Administrator. Hospitals & Health Networks. Retrieved from https://www.hhnmag.com/articles/5079-strategic-lessons-for-the-embattled-health-care-administrator

Scott, K. (2017). To Outsource or Not To Outsource. American Association for Clinical Chemistry. Retrieved from https://www.aacc.org/publications/cln/articles/2017/april/to-outsource-or-not-to-outsource-hospitals-face-touch-decisions-when-it-comes-to-lab-services

The Ohio Board of Nursing. (2018). Nursing Practice. Prescribing Resources. Retrieved from http://www.nursing.ohio.gov/Practice-Prescribing.htm

Viallon, A., Botelho-Nevers, E. & Zeni, F. (2016). Clinical Decision Rules for Acute Bacterial Meningitis: Current Insights. Dove Press. Open Access to Scientific and Medical Research, v(8), pp.7-16. Retrieved from https://www.dovepress.com/clinical-decision-rules-for-acute-bacterial-meningitis-current-insight-peer-reviewed-fulltext-article-OAEM

Wong, L.M. (2012). The Case Management Workbook: Defining the Role of Physicians, Nurses, and Case Managers. International Journal of Integrated Care, 12(1). Retrieved from https://www.ijic.org/articles/abstract/10.5334/ijic.848/

World Health Organization. (2018). Sustainable Development Goal 3: Health. Retrieved from http://www.who.int/topics/sustainable-development-goals/targets/en/