Strategic Plan, Part 3: Strategic Evaluation

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Strategies are development plans projected by an organization where they get set aside as means to ensure that the programs get implemented, and objectives achieved (Kettunen, 2007). OhioHealth, my former employer, is an organization that deals with the provision of professional health care services to patients and provides opportunities for subordinates to get more experience and grow in there professional career. The healthcare organization has clear policies with a mission and vision that is vivid to help workers understand what gets required of them. Health care workers can understand well the mission and vision of the organization through training and orientation program meetings where low-level workers, such as associates, can help assist on what they will be entitled to directly communicate with toward high-level workers, for instance, surgeons, nurses, and psychiatrists (OhioHealth, 2015-2018). Also, motivational approaches such as rewards and recognition of the best-performing workers may create awareness of underperforming ones on what gets required of them. The following essay analyzes and evaluates the organization's different forms of potential strategies with examples and recommends the most appropriate approach.

**Potential Business Level-Strategies**

Evaluation of business level strategies entails analyzing approaches taken by the organization to maximize customers’ satisfaction and winning a large market share through improving the organization’s image. Under this level of strategy, an organization concentrates on cost management, product, service differentiation, and focus (Nandakumar, Ghobadian & O’Regan, 2010). In this case, the OhioHealth organization can manage to have a constant flow of

healthcare workers by always having an ongoing recruitment process. Also, the volunteer programs where health personnel staff are encouraged to provide their services to the customers to improve their experience can be useful when the organization requires additional subordinates. The cost at which OhioHealth could incur training and orienting new subordinates whose productivity may get reduced in the first few days at work could get saved since the volunteers are already conversant and competent enough (OhioHealth, 2015-2018). It is a cost management strategy that is meant to manage any cost involved in the employees’ turnover. For instance, by the time I left the healthcare organization five-years ago my department immediately had a backup plan to replace me with one of the volunteers rather than incurring training costs at the time.

The organization also may observe the differentiation strategy by ensuring that the services provided have benefits that make it worthy of retaining patients and acquiring new ones. The health sector is competitive, and organizations dealing with health-related issues are expected to be strategic so that they can compete well in the market. OhioHealth in an attempt to maximize patients' satisfaction has partnered and affiliated with organizations such as Anderson cancer network, and embracing new technologies, such as the use of telemedicine for emergencies, and updated neuroscience programs that has led to the improvement of the quality of health care services provided to their clients (OhioHealth, 2015-2018). Not forgetting the intense competency levels of the talented subordinates that attend to the patients. Besides, the collaboration and employment of competency are not enough; since OhioHealth is known as a not-for-profit organization in some areas while making a profit in other sectors of the company, it has an opportunity to be funded by the World Bank and supported by the World Health

Organization. The World Bank has got an insurance program to secure global health by pooling health organizations’ money to improve the confidence level of the enterprise, an attempt that is meant to support health organizations and cover them from risks of failure (Sridhar, Winters & Strong, 2017). The OhioHealth Corporation can take advantage and enroll in such a program. On the other hand, the World Health Organization (WHO) has a group of specialists that offer advisory services, training, and implementation, along with following healthcare regulations; OhioHealth can take advantage of its popularity and position to acquire services provided by WHO (World Health Organization, 2018). It will be essential for the improvement of the quality of services delivered to patients that will retain them since patients will not be able to afford the switching cost. Switching costs are the cost incurred by individuals when they change their service provider, suppliers, or sellers; it is mostly considered to cause financial impact, but it may also bring about psychological impacts (El-Manstrly, 2016). In this case, due to the high quality provided by OhioHealth, a patient may incur extra costs switching to another organization providing health services because they may fail to get services of similar quality, not forgetting the risk of disrupting medication processes.

**Potential Corporate Level Strategies**

Under this level, an organization observes value addition measures with a well-defined plan that projects the future of the enterprise in every unit of the organization. The level concentrates on the growth, continuity, and backup concepts (Hilt, Ireland & Hoskisson, 2015). Where, an organization addresses the issue of expansion, stability, and in case the business operations produce below expected results, the management implements a backup plan to

enhance achievement of the overall objectives. According to the OhioHealth newsroom, the organization is planning to open up a new unit; it shows that OhioHealth has the potential to grow; The OhioHealth Grant Medical Center is planning to open a nursing unit to get named as four east. Four east will have thirty-four rooms to accommodate a more substantial number of patients (Logan, 2018). The unit will be well equipped and spacious to promote efficient operations and to enhance patient satisfaction. The new medical unit inherits the growth approach by OhioHealth in an attempt to expand and reach out to more patients.

To enhance continuity, the enterprise can exercise broad corporate social responsibility. The activity aims at maintaining a good organization image to the community showing that the healthcare facility is stable, efficient, and reliable (Venkatraman, 1989). For instance, the beyond the hospital walls can be very effective by OhioHealth in joining hands with a group of organizations to provide health, psychological, and financial support to the community (Taylor, 2018). The program can take the form of fundraising to help the disabled and raising medical fees for the poor. Fundraising for the poor comes with some additional benefits The OhioHealth organization through conducting fundraising programs will promote good health and embrace equality in the distribution of health care services (OhioHealth, 2015-2018). It would be important to the health organization since it will improve its image and will be an approach of increasing popularity and market share, in addition to fundraising. The enterprise can proceed by offering scans for free to detect diseases, such as cancer, high blood pressure, and diabetes among others. Besides, the organization can arrange campaigns for a healthy living or disease prevention and maintenance programs. The campaign program will be able to reach out to targeted groups to the extent of going out to homesteads to provide home care services to

individuals that are unable to access their services. For instance, pediatric and maternal programs can be very useful where the organization offers infant and child nursing care at homes of the patients (BrightStar Care, 2018). This process will not only reduce cost and benefit the patients, but also the organization since the program will minimize crowding expenses (food, extra beds, disease spread prevention) for the OhioHealth Corporation.

**Potential Global Strategies**

The OhioHealth organization may not be well known to United States non-residents. Even though it is a significant healthcare organization in the state of Ohio, it has not been able to expand globally. Global strategies get aimed at ensuring that an organization is globalized. For that reason, it can open up branches globally and compete internationally (Hilt, Ireland & Hoskisson, 2015). OhioHealth is known as a not-for-profit organization, even though they are known to make a profit in certain areas, such as expanding additional hospitals (Ghose, 2015). Usually, nonprofit health operations run at a break-even and occur when an entity runs without making much profit or loss in that it is only able to cater for expenses of running the day to day operations (Lee, 2016). It means that the organization must make sure it inherits cost-effective measures in its operations. It would be difficult if OhioHealth incurs losses in its operations. Global strategies ensure that there are both economies of scale and scope. OhioHealth ensures both of the economies in servicing medical care to a large number of patients. Economies get attained by dealing with more significant proportions. Also, there will be worldwide recognition of services produced by the organization; hence, it will able to reach out to many more patients.

In an attempt to practice global strategies, OhioHealth can invest virtually by coming up with an interactive online system where patients and doctors interact. The online interactivity may include emergency programs where in case of emergencies, patients can get remedies for safety measures and nutrition programs where individuals can get advised by OhioHealth specialists on healthy living and wellness tips (Highfield, Ottenweller, Pfanz & et al., 2014). Joining ventures with international health providers and contracting famous individuals can help in creating awareness among the global public about the organization. Demand for healthcare services is always rising globally; even though there is competition, the organization can take the opportunity of demand deficits to advance globally. A demand deficit occurs where the supply is lower than expected. An opportunity can get explained as finding a gap and coming up with solutions to fill in those gaps since demand for health care services is high, OhioHealth can step up and extend its services globally due to gaps providing an opportunity to expand (Saylor Dot.org, n.d.).

**Recommendations**

Since OhioHealth gets known in some areas as a profit-making organization for the most part, the important thing is that its operations should get aimed at the maximization of customers' satisfaction. The organization should adopt both business and global strategies because when an organization concentrates on the two approaches, the global ones are going to come along automatically. For instance, if OhioHealth adopts both business and corporate strategies it means that it will maximize patients satisfaction, win a significant market share where customers will go for health care, and grow. Expanding healthcare can be viewed from the perspective of global strategies since it means that the organization will open up branches globally to serve and treat

those in need of it medically. Through this process, OhioHealth should try collaborating with other larger healthcare organizations, organize in activities that expose them to their targeted patients, such as arranging social responsibility programs (for instance, offering scholarships for medical care), advertising their services through media, providing home care services among others, and invest in expansion programs to enhance the organization’s continuity. Expansion programs may include acquisitions of small health organizations; it can also register on the stock exchange market and organize an initial public offering to raise funds to help the organization expand globally (Ziring, Tatem, Newton-Dame, & et al., 2017).

**Conclusion**

In conclusion, the strategies that an organization takes depend on the organization’s plan, the expectations of the organization, and the nature of the market. By OhioHealth taking both business and corporate strategies, it will be able to conduct its operations effectively. The healthcare sector is one that needs competency and professionalism. Dealing with patients is critical and requires health practitioners to be experienced because, in some cases, one mistake can lead to the loss of life meaning that in the healthcare sector, healthcare work ethics (among them competency and professionalism) needs to get strictly observed, and because the organization does not concentrate more on profit-making activities, as they do in some sectors of the corporation, it would be essential if the strategies are implemented to improve the quality of services offered to the patients.

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