Library Resources: Strategic Management Basics

Article 1


The article focuses on the roles and responsibilities of the board members of healthcare organizations to achieve their mission, vision and values in the U.S. It states that hospitals conduct opinion surveys of internal stakeholders such as employees and physicians, and solicit feedback from patients on their satisfaction with the care and service. It is also emphasized that through stakeholder feedback, hospital board members can then identify opportunities to meet stakeholder needs.

Article 2


The number of cultural competency initiatives in health care is increasing because of many factors, including changing demographics, quality improvement and regulatory requirements, equitable care missions, and accreditation standards. To facilitate organization-wide transformation, a hospital or health care system must establish strategic goals, objectives, and implementation tasks for culturally competent provision of care. This article reports the largely successful results of a cultural competency program instituted at a large system in eastern Pennsylvania. Prior to the development of its cultural competency initiative, Lehigh Valley Health Network, Allentown, Pennsylvania, saw isolated activities producing innovative solutions to diversity and culture issues in the provision of equitable care. But it took a transformational event to support an organization-wide program in cultural competency by strengthening leadership buy-in and providing a sense of urgency, excitement, and shared vision among multiple stakeholders. A multidisciplinary task force, including senior leaders and a diverse group of employees, was created with the authority and responsibility to enact changes. Through a well-organized strategic planning process, existing patient and community demographic data were reviewed to describe existing disparities, a baseline assessment was completed, a mission statement was created, and clear metrics were developed. The strategic plan, which focused on five key areas (demographics, language-appropriate services, employees, training, and education/communication), was approved by the network's chief executive officer and senior managers to demonstrate commitment prior to implementation. Strategic plan implementation proceeded through a project structure consisting of subproject teams charged with achieving the following specific
Library Resources: Strategic Management Basics

objectives: develop a cultural material repository, enhance employee recruitment and retention, establish a baseline assessment, standardize data collection, provide language-appropriate services, and develop an education program. Change management and project management methodologies; defined roles and responsibilities; and specific, measurable, attainable, realistic, and time-bound goals were used in the implementation. This process has supported organizational change, thereby promoting high-quality, safe, and equitable care through widespread expectations of culturally competent care delivery across the entire network. Using this "ecologic approach" will ensure long term success.

Article 3


- **Background:** Translating promising research findings into routine clinical care has proven difficult to achieve; even highly efficacious programs remain unadopted. Critical to changing care is an understanding of the context within which the improvement effort occurs, including the climate or culture. Health care systems are multicultural due to the wide variety of professionals, subgroups, divisions and teams within them. Yet, little work describes and compares different stakeholders' views on their and others' roles in promoting successful quality improvement implementation.

  - **Objective:** To identify manager and frontline staff perspectives about which organizational stakeholders should play a role in implementation efforts as well as what implementation roles these stakeholders should perform.

- **Methods:** We conducted qualitative semistructured interviews of a purposive sample of stakeholders at the clinic, medical center, and regional network levels. Participants included stakeholders across five clinics, their four affiliated medical centers and three regional networks. Working in coding teams, we conducted a content analysis utilizing Atlas.ti Version 5.

- **Results:** According to informants, individuals at each organizational level have unique and critical roles to play in implementing and sustaining quality improvement efforts. Informants advocated for participation of a wide range of organizational members, described distinct roles for each group, and articulated the need for and defined the characteristics of frontline programme champions.

- **Conclusions:** Involvement of multiple types of stakeholders is likely to be costly for health care organizations. Yet, if such organizations are to achieve the highest quality care, it is also likely that such involvement is essential.
Article 4


The article provides information on leadership skills necessary to increase the hospital physicians' productivity. It states the need for hospital management to focus on strong cultures and aligning themselves to hospital's mission, vision, and values to minimize conflicts within the organization. It suggests to conduct a regular physician survey that aims to examine the physician's satisfaction.

Article 5


- **Background:** As many countries face primary care medical workforce shortages and find it difficult to provide timely and affordable care they seek to find new ways of delivering first point of contact health care through developing new service models. In common with other areas of rural and regional Australia, the Australian Capital Territory (ACT) is currently experiencing a general practitioner (GP) workforce shortage which impacts significantly on the ability of patients to access GP led primary care services. The introduction of a nurse led primary care Walk-in Centre in the ACT aimed to fulfill an unmet health care need in the community and meet projected demand for health care services as well as relieve pressure on the hospital system. Stakeholders have the potential to influence health service planning and policy, to advise on the potential of services to meet population health needs and to assess how acceptable health service innovation is to key stakeholder groups. This study aimed to ascertain the views of key stakeholders about the Walk-in Centre.

- **Methods:** Stakeholders were purposively selected through the identification of individuals and organizations which had organizational or professional contact with the Walk-in Center. Semistructured interviews around key themes were conducted with seventeen stakeholders.

- **Results:** Stakeholders were generally supportive of the Walk-in Centre but identified key areas which they considered needed to be addressed. These included the service's systems, full utilization of the nurse practitioner role and adequate education and training. It was also suggested that a doctor could be available to the Centre as a source of referral for patients who fall outside the nurses' scope of practice. The location of the Centre was seen to impact on patient flows to the Emergency Department.
**Conclusion:** Nurse led Walk-in Centers are one response to addressing primary health care medical workforce shortages. Although some stakeholders have reservations about the model others are supportive and see the potential the model has to provide accessible primary health care. Any further developments of nurse-led Walk-in Centers need to take into account the views of key stakeholders so as to ensure that the model is acceptable and sustainable.

**Article 6**


In this paper the authors investigate the factors that impact employees' willingness to participate in continuous improvement projects. They surveyed 226 professionals employed by a large health care organization in the northeastern United States. Results indicate that tenure, prior experiences, and the employee's perception of an organization's approach to continuous improvement are the main drivers in predicting willingness to participate in continuous improvement projects. Consistent with continuity theory, the authors do not find any differences based on age.

**Article 7**


Increased attention to health care quality and impending changes due to health reform are calling for health care leaders at all levels to strengthen their skills in leading quality improvement initiatives. To address this need, the National Association for Health care Quality spearheaded the development and validation of a competency model to support health care leaders in assessing their strengths and planning appropriate steps for development. Initial development took place over the course of several days of meetings by an advisory panel of quality professionals. The draft model was then validated via electronic survey of a national sample of 883 quality professionals. Follow-up analyses indicated that the model was content valid for each of the target samples and also distinguished differing levels of job scope and experience. The resulting model contains six domains spanning three organizational levels.

The purpose of this study was to identify key success factors related to implementation of change initiatives based on rich qualitative data gathered from health leader interviews at two large health systems implementing multiple change initiatives. In-depth personal interviews with 61 health care leaders in the two large systems were conducted and inductive qualitative analysis was employed to identify success factors associated with 13 change initiatives. Ten specific success factors were identified for the implementation of change initiatives. The top three success factors were: 1. culture and values, 2. business processes, and 3. people and engagement. Two of the identified success factors are unique to the healthcare sector and not found in the literature: service quality and client satisfaction and access to information. Results demonstrate the importance of human resource functions, alignment of culture and values with change, and business processes that facilitate effective communication and access to information to achieve many change initiatives.