

Developing an implementation evaluation plan for assessing the strategic planning process at an
acute care hospital

By

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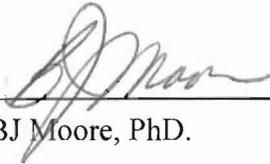
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5/19/2011

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Date



5/9/2011

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Executive Summary

Organizations operate in changing environments that require detailed action plans in order to remain competitive. Strategic management is the facilitation of change within an organization. In managed care settings, where rapid change takes place, strategic planning focuses on short term goals and action plans because change needs to take place as quickly as possible.

This research study focuses on a 418 bed, acute care medical center, located in the central valley of California. The hospital in this study has decided to organize a strategic management program to implement a strategy that will address the changing needs of its community, employees and patients. The purpose of this research paper is to develop an implementation evaluation tool for an acute care hospital.

Program theory, systems theory, organizational theory and implementation theory were all considered in the development of the implementation tool. The evaluation tool will allow the studied organization to gather significant data to properly evaluate the implementation process. By using the developed tool to evaluate the performance of the strategic planning process this organization can ensure that the time, energy and resources used to create its strategic plan will not be wasted. The developed tool should be used on an optional basis, issued to all employees two weeks before the actual implementation of The Hospital's strategic plan. Additionally, the developed tool should be administered by an individual who was not involved in the strategic management process.

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CHAPTER 1: INTRODUCTION

Background

When an organization is faced with the question of, “where do we go from here?”, its senior leadership team must strategize and organize a well-developed plan to ensure that the organization is heading in the right direction. Strategic management is a tool that can be used to help an organization develop both short - and long-term goals that will assist with aligning its mission and vision. Hospitals, like other organizations, are faced with several challenges that may not be adequately addressed by its current operational strategy due to an ever changing health care environment. Changing healthcare polices, health trends, public concerns, competition, and the onset of a natural disaster are all feasible attributing factors as to why hospitals may need to create a strategic plan.

This research study focused on a 418 bed, acute care medical center, located in the central valley of California. Currently this medical center, which will be known as “The Hospital”, is in the process of developing a strategic plan that will be implemented fiscal years 2012-2014. The Hospital serves a diverse population and is now realizing a shift in its payer mix. From middle-income families with employer sponsored insurance to low-income families that are uninsured or underinsured, The Hospital must address the needs of this changing population. The shift of the payer mix can be attributed to a number of factors including: the economic downturn, the changing health care environment, policy initiatives, lifestyle changes, the loss of healthcare contracts, and market forces (Swayne, Duncan, & Ginter, 2008). As a result, The Hospital has decided to organize a strategic management program to implement a strategy that will address the changing needs of its community, employees and patients.

Swayne et al., (2008) note that strategic management is a relatively new strategy within health care organizations, with origins in the for-profit business sector. The changing health care environment in some ways forces health care managers to think strategically and develop strategies to maintain solvency at times of concern. Strategic management is an ongoing process that encourages an organization to develop a strategic environment by incorporating three key aspects into the organization which include: strategic thinking, strategic planning and managing strategic momentum (Swayne et al., 2008).

Problem Statement

The Hospital will be developing a strategic plan for its organization using data and employee input collected from the strategic planning process; however, this does not ensure that the plan will be implemented as designed. Swayne et al., (2008) indicate that, “sometimes a strategic plan is created but nothing really changes” (p. 18). The authors further suggest that some plans may not be implemented at all due to lack of “strategic ownership”, support, and the loss of strategic momentum. In order to evaluate the success or failure of the strategic management program, The Hospital must utilize a tool to measure its strategic plan’s implementation performance.

Program Evaluation

This researcher was charged with the task of developing an implementation evaluation tool that The Hospital may use to assess the strategic management process for the organization. An implementation evaluation is a type of program evaluation that helps inform an organization of how well or poor their efforts were in implementing a strategy. Rossi, Lipsey & Freeman (2004, p. 16) state, “Program evaluation is the use of social research methods to systematically

investigate the effectiveness of social intervention programs in ways that are adapted to their political and organizational environments and are designed to inform social action to improve social conditions”. This research was driven by two questions, which are “How will the strategic planning process be measured?” and “What type of information will be collected for evaluation purposes?” To assess the strategic management progress, data will be collected from key stakeholders to gain insights on areas of interest. The questions that the implementation evaluation must answer include:

- Was the strategic plan implemented as intended?
- Is the strategic plan being implemented adequately?
- Is the plan well organized?
- Does the plan make sense?
- Are resources, facilities, and funding adequate to support the strategic plan implementation?
- Are members of the target population aware of the program?
- Are participants satisfied with their interactions with program personnel and procedures?

These questions were addressed by the tailored implementation evaluation tool through the use of collected external and internal data and employee input. The tool has been designed as a questionnaire for all current Hospital employees.

Summary

The purpose of this research paper is to develop an implantation evaluation tool for an acute care hospital. This chapter introduced the concept of strategic management and identified the problem statement. Chapter 2 explores the existing literature within strategic management.

Chapter 3 describes the methods that have been used to develop the implementation evaluation tool. Chapter 4 explains how the evaluation tool could be used to effectively monitor and evaluate the implantation of the strategic plan. Finally, Chapter 5 provides final recommendations and summary for the implementation evaluation tool.

CHAPTER 2: REVIEW OF THE LITERATURE

Strategic Management

As stated in Chapter 1, strategic management is a relatively new concept in the health care industry (Swayne et al., 2008). Strategic management was first implemented by business organizations. These strategic plans were based on short term goals and objectives that were developed around operational budgets, focused on one to two fiscal years. For-profit entities realized that there was a need to plan ahead for the future, so strategic planners began to develop long term plans that were five to ten years out (Hunger & Wheelen, 1997). In managed care settings, where rapid change takes place, this type of strategic planning does not work because health care is a very competitive industry and change needs to take place as quickly as possible. Carney (2009) note that strategic management in health care can be more difficult than in the business sector because of the responsibility to provide care to individuals. In health care, strategic management is focused on providing quality service to patients, unlike the business models producing the most profit for the organizations shareholders. This chapter will review various organizational theories and a selection of related literature on strategic management to further understand the best course of action in evaluating The Hospital's strategic planning process.

Organizations are faced with change, whether it is change brought about by internal or external factors, and must develop action plans or strategies to continue to operate in its line of business. Organizations use strategic management as a way to initiate change within its internal environment to adapt to various environmental forces. Systems theory explains that organizations are more than physical structures; rather they are complex systems that must

survive and adapt in highly competitive environments (Morgan, 1996). Systems theory can be used to explain how individuals create their perceptions of a process, and how processes develop to meet the needs the organization. The process of strategic management involves creating a system that will work for an organization. According to Henry Mintzberg (1993) the first organizations to use strategic management believed that the process was the greatest technique to develop and implement strategies to increase the organization's competitiveness. Strategic management sparked great interest because it was perceived to be a fail proof way to ensure that an organization's plan to meet its organizational mission and goals were carried out accordingly.

Program theory is a fundamental aspect of the strategic management process. Scheirer (1987) notes that program theory is the basis of identifying the cause and effect aspect of program measurement and suggests that this theory be used by program evaluators. The cause and effect of strategic management is the data collection process followed by the implementation of a developed strategic plan. For instance, the development of The Hospital's strategic plan took into account various perspectives of the organization, the external environment and key stakeholders. All of the data collected will be used in some way to develop The Hospital's final strategic plan. Rossi et al., (2004) indicates that program theory is a set of beliefs of how a program will achieve its set purpose. Scheirer (1987) indicates that an evaluation focused on outcomes alone will most likely weaken the utilization of various theories incorporated within the developed program.

Organizations operate in unique environments that must continuously be evaluated and analyzed due to increased competition, technological advances and government oversight. The same is true for healthcare organizations; however, the similarities may not all be generated by the same motivations. The difference that is the most important to discuss is the nature of

competition. Healthcare organizations compete for government grants, patient market share and resource utilization contracts. Competition is controlled by healthcare regulations such as anti-kickback laws, that prohibit healthcare organizations ability to market physician services that are not directly associated with the healthcare organization. Strategic management is the driving force behind developing an action plan for The Hospital. The changing healthcare environment (e.g. the rising costs of human capital, the lowered reimbursement rates, etc.) creates the need for strategic management in the healthcare industry (Swayne et al., 2008). In the case of The Hospital, the changing environment includes: vendor contracts, reimbursement rates, readmission costs, human resource allocation and several other factors that are still unknown due to healthcare reform.

Strategic management assists an organization in assessing its environment by looking into the internal and external forces (Swayne, et al., 2008; Hunger & Wheelen, 1997). The use of a SWOT analysis (strengths, weaknesses, opportunities and threats) is the most prominent attributes within strategic management (Swayne, et al., 2008; Hunger & Wheelen, 1997). The strengths and weaknesses of an organization are both factors that are derived from an organization's internal environment, meaning the factors that can be controlled within the organization. The external opportunities and threats are outside of an organization's control but can be used to address weaknesses within its operations and sustain internal strengths (Hunger & Wheelen, 1997).

Strategic management is the facilitation of change within an organization (Swayne et al., 2008). In order for an organization to change, leaders must understand the forces that may prohibit change within an organization the organization (Morgan, 1996). The process of strategic management asks an organization to be open to change and accept the fact that there are

multiple alternatives that can shape the organization's future (Swayne et al., 2008). Morgan (1996) explores theories that consider how change within an organization is viewed. Organizational theory suggests that the ability to change is an internal function of an organization and that change is a challenge that it must overcome. This theory suggests that an organization changes because of external forces. Incorporating this theory with strategic management implies that strategic management is useful when there are significant changes within an organization's external environment; however, organizational theory alone discounts possible weaknesses in the organization itself as the initial prompt for the strategic management process. There are multiple change theories that attempt to address the cause of change in organizations. Morgan (1996) found that through the organization theory, systems theory, advance systems theory, chaos theory, and mutual casualty theory, change does not originate from one part of an organization and also organized change does not exist. This holds true for strategic management in the sense that if an organization already knew what course of action it would take to solve all problems, there would be no need to take on a strategic management process.

If strategic management is the overarching school of thought, strategic thinking would be the first component of the strategic management process (Swayne et al., 2008). Strategic thinking is the brainstorming, information gathering and idea generation portion of the strategic management process. Kaleba (2006) suggests that a hospital undergoing strategic management must be able to develop reasonable explanations as to why strategic management is even needed for its organization. Strategic thinking allows an organization to look at everything that is impacting its operations and begin to develop possible strategies to address significant issues (Swayne et al., 2008). Also, another important aspect of strategic thinking is that it allows

leaders to make connections between their organization and surrounding environment. Thinking strategically is not only for the leaders of an organization, this task can and should be performed by everyone within in the organization (Swayne et al., 2008). Having multiple perspectives involved in the strategic management process allows for a greater strategic plan (Kaissi, Begun, & Hamilton, 2008). Hunger & Wheelen (1997) remark that the information gathering portion of the strategic management process (strategic thinking) is critical because a successful strategic plan cannot be developed without understanding all of the forces that impact the specified organization.

Strategic planning begins once an organization has mapped out what it hopes to achieve from the strategic management process (Swayne et al., 2008; Hunger & Wheelen, 1997; & Kaissi et al., 2008). In this stage of the strategic management process the organization collects information produced by the strategic thinking task and begins to collect environmental data, competitor information, and internal information (Swayne et al., 2008). Strategic planning is an ongoing process that an organization uses to develop action plans and set overall direction for an organization (Swayne et al., 2008). Swayne et al., (2008) describes the strategic plan as a “road map” for the organization to follow on its way to achieving its overall goals and mission. The directional strategy is an important aspect of the strategic management performance.

Henry Mintzberg (1993) argues that strategic planning in its current use should be known as “strategic programming” due to the use of visions and strategies that are already familiar to an organization. He believes that most organizations inadvertently confuse planning and thinking. This researcher agrees that strategic planning and strategic thinking are two unique tasks that are involved within the whole strategic management process. However, current strategic management literature clearly emphasizes the roles of these two tasks. Organizational leaders

agree that strategic planning is a function of the top management within an organization and must be performed with care and caution (Kaissi et al., 2008). An incomplete plan may result in an unsuccessful strategic planning process; this can be due to a number of factors including: incomplete internal and external analyses by the organization or a lack of strategic goals and mission (Kaissi et al., 2008). The implementation stage of the strategic management process requires an organization to take the developed actions and strategies from the strategic planning phase and place them into action (Swayne et al., 2008). Although a plan is developed and set to be implemented, having a plan does not ensure that it will be implemented as intended (Swayne et al., 2008; Kaissi et al., 2008). The strategic management process calls for an implementation development phase that creates an action plan. Swayne et al., (2008) note that an organization must manage the strategic management process through implementation of a plan and evaluation. The evaluation calls for a monitoring of the developed plan to ensure that the plan is being implemented as intended and also to address any weaknesses within the developed plan. To successfully implement a strategic plan an organization must ensure that all resources needed are available for use and that the appropriate training and space will be available to accommodate the developed strategies (Carney, 2009). Some type of system is needed to evaluate the strategic management process in an organization; otherwise the plan may be shelved or not implemented at all.

The key players in strategic management are the individuals that plan and implement the developed plan within the organization. Beyond the stakeholders it is important to discuss those individuals who are involved in the strategic management process. Swayne et al., (2008) note that strategic planning is done by a group of individuals. Hunger & Wheelen (2008) indicate that the strategic management groups consist of a few people, one of whom is usually a senior vice

president or a director of the organization. Some organizations appoint an individual to take the lead on the strategic management process. This individual is usually the person that is in charge of the organizations marketing (Kaleba, 2006). There is a differing belief in who has the ultimate responsibility of taking on the lead of the strategic planning process in an organization. In some organizations the CEO takes full responsibility or delegates the task to one of the Senior Vice Presidents (Kaissi et al., 2008). In the case of The Hospital, the strategic management lead was delegated to one of The Hospital's Vice Presidents by the CEO & President. The lead further established a "Hospital Lead Team", which consists of various directors and managers within The Hospital. This researcher assisted The Hospital lead in facilitating department meetings and coordinating department strategic plan presentations.

Most of the literature regarding strategic management agrees on taking a group approach in the strategic management process. Swayne et al., (2008) indicates that this is due to the idea generation portion of strategic planning. In order to develop an effective plan there must be an ongoing open-stream of communication. Communication is crucial in the strategic management process because the implemented plan has to remain consistent throughout the organization (Swayne et al., 2008). Having a consistent group process can greatly affect the outcome of the strategic management process (Swayne et al., 2008). The group that has worked through all of the stages of the process together will have a greater chance of developing a plan that incorporates a fully developed analysis of the external and internal environments. Key players involved in the formation of a hospital strategic management process include: department managers and directors, Vice Presidents and the hospital CEO. Kaissi et al., (2008) mention the physicians' involvement in the strategic planning process as a crucial player, however, most hospitals do not actively involve physicians in the strategic management process due to time

constraints and participatory issues from individuals who are not on the hospitals' staff. The Hospital allowed each department to choose "Physician Champions" who acted as team members in the strategic management process.

Summary

A planning and change strategy involves organizational wide change within an environmental context, planned and implemented by top management. However, having a plan does not ensure implementation as intended. This study is intended to develop an implementation tool that may assist The Hospital's management in the implementation and evaluation of their strategic management process.

CHAPTER 3: METHODOLOGY

Introduction

This Chapter describes the process and technique used to develop the implementation evaluation tool for The Hospital. The chapter provides a brief introduction to program evaluation and explains how it will be used in the development of The Hospital's strategic plan's implementation evaluation tool. This chapter concludes by describing the IRB process, the confidentiality measures taken by this researcher to ensure that the identity of The Hospital and its employees are protected, and the setting in which this project was undertaken.

Program Evaluation

The developed questionnaire is a piece of the program evaluation for The Hospital's strategic planning process. The evaluation tool will allow The Hospital to gather significant data to properly evaluate the implementation process. By using the developed tool to evaluate the performance of the strategic planning process The Hospital can ensure that the time, energy and resources used to create its strategic plan will not be wasted. The strategic planning tool may be used multiple times to gauge the progress of future strategic plans. Furthermore, by using the developed tool The Hospital will have the opportunity to set benchmarking data on implementing strategic planning tools in an acute care hospital environment.

The Institutional Review Board Approval

This researcher obtained IRB training and passed the Human Subjects Protection Training [HSPT] exam on CSUB's Blackboard system winter 2010. Since no specific information regarding The Hospital, its strategic plan, or employee information has been used in designing this implementation evaluation tool, exempted IRB review was requested and granted

winter 2011, see appendix A. IRB approval ensures that this research has been approved by an international research governing board and will uphold legal and ethical research standards.

Confidentiality

It is this researcher's responsibility to ensure that the confidentiality of The Hospital and its employees remain protected during and after the implementation evaluation tool has been created.

Setting

It is important to note that no information in this report directly reflects The Hospital or its employees. This research is intended to develop an implementation evaluation tool that can be utilized by The Hospital upon implementation of its strategic plan. The implementation evaluation tool will be included within this report; however, an implementation evaluation of The Hospital's strategic plan will not be the end result of this project.

CHAPTER 4: THE DATA COLLECTION TOOL

Introduction

This chapter will provide a detailed description of the tool developed to evaluate The Hospital's strategic planning implementation. Chapter 3 outlined the process that was used to develop the tool based on the literature reviewed in chapter 2. This chapter will define what the tool is, explain how the tool should be used in The Hospital, describe how to interpret the tool's results, and suggest who should administer the tool. Also, this chapter will discuss the limitations of this specific project and identify solutions to achieve maximum results.

The Tool

The summation of chapters one through three has set the foundation of this project, but until this point there has been no clear picture of how the implementation evaluation tool will be used in The Hospital. It has been stated that strategic planning is a technique that an organization may employ to align its organizational mission and goals to ensure that the entire organization has a well developed plan to continue to grow, meet new challenges or successfully achieve new established goals that help the organization fulfill its stated mission. Once a strategic plan is developed it is the responsibility of the senior management team to implement the strategies developed by the strategic planning process. However, simply developing a plan may not achieve the desired results without having the support of the entire organization. The evaluation tool will be used to measure The Hospital's employee participation levels and understanding of the strategic plan's goals and objectives. To eliminate employee preference or department bias, all employees should have the opportunity to participate in the implementation evaluation process.

The developed tool consists of three questionnaires, (1) pre-survey, (1) survey in-progress, and (1) follow-up survey. Questionnaires are tailored tools that can be used to measure attitudes and feelings (Henerson et al., 1987). Each questionnaire will consist of six questions that will be based on a five point Likert scale. Likert scales are used to measure positive and negative relationships on a single scale by asking several questions and prompting the questioned individual to answer with a strongly positive response, with varying degrees in-between to a strongly negative response. The first questionnaire, the pre-survey, may be emailed to all employees through their work email addresses. This survey should also be made available to all employees who do not have access to email through hard copy questionnaires in two designated areas to be determined at The Hospital. The Hospital should elect one representative to administer the implementation evaluation tool so that all information may be collected together. The employees that participates in the emailed version of the pre-survey should be allowed three days to complete the form. This time will be sufficient to capture the most employees, considering days off and times between work shifts. Employees participating in the hard copy questionnaire should also be allowed three days to complete the pre-survey for the same reasons listed above. The first questionnaire will require participants to provide their full name, department and contact number in order to identify who has participated.

The pre-survey, see appendix B, will be used as a pre implementation survey. This survey should be given to as many employees as possible, between one or two weeks before the actual implementation of The Hospital's strategic plan. This is crucial to the tools performance as data collected from this first survey will be used as a base measuring line to gauge participating employees understanding of the strategic planning process and expected outcomes. The six questions are measured on a five point Likert scale from 5 being strongly agree to 1

being strongly disagree. The survey in-progress and the follow-up survey, see appendix C & D, are made up of the same six questions. The difference between these two surveys and the first survey is that the in-progress and follow-up actually ask the participants to gauge the performance and delivery of the implemented strategic plan. The in-progress and follow-up surveys do not ask for the participant's name, department or contact number as in the first survey. Employees who participated in the first survey will be asked to participate in both in-progress and follow-up surveys. Employees will be given three days to either complete the emailed or hard copy version of the questionnaires. The in-progress will be administered by the same selected individual from the first pre-survey questionnaire. The in-progress survey should be given to employees three to four months after implementation to gauge employee participation in the strategic planning process. The final survey, the follow-up survey, should be given twelve to fourteen months into the strategic planning process to gauge any change in employee support and participation. The six questions are measured on a five point Likert scale from 5 being strongly agree to 1 being strongly disagree. The sample questionnaires attached have been adapted to protect The Hospital's identity.

Measurement

At this time, the findings can not be recorded due to the fact that The Hospital is still in the strategic planning process and has not begun to implement its strategic plan. This section will describe how The Hospital should measure the results of the implementation evaluation tool. The pre-survey for the most part will be used to identify the participants in the implementation evaluation process. Significant data collected from this first questionnaire will be the information collected on what department each employee works in. This will be useful in making connections between the way employees answer and their involvement within The

Hospital, and understanding employee's views of the strategic planning process. The in-progress and follow-up survey will be measured using the actual Likert scale values to measure change if any between the two questionnaires. Once all three surveys are complete, the data should be tallied by number of responses of each question. A frequency table should be used to represent the information.

Limitations

The limitations include available time, resources, control, and program design. If more time were allowed, this researcher would run various tests on the questionnaire delivery system. It would be appropriate to test the best means of communication with The Hospitals employees to accurately capture the largest amount of employees. The use of email may deter employees from participating for the fact that even if the survey were to be anonymous, the sender/receiver of the completed questionnaire would be able to identify exactly who turned in which response. If more time were available to complete this project, the survey questions would be rigorously evaluated to determine how to word each question to eliminate response bias. Although the questions were specifically designed to gain certain insights on the strategic planning process, if tested by various employees before the actual survey implementation date, obvious selection bias may be observed and corrected.

The limitation of available resources is another significant factor to discuss. Although The Hospital's data would not be specifically discussed here in the report, if the actual plan were in its implementation phase the finding of the first survey, the pre-survey, could be reported. The significance of having the finding disused within this report would boast the overall creditability of the implementation evaluation tool. Finally, if available time and resources were

not an issue, this researcher could establish control groups and run the implantation evaluation several times to identify how to achieve the most accurate results and most useful data for The Hospital.

Summary

Chapter 4 defines the implementation evaluation tool and provides a detailed account on its use in evaluating The Hospital's strategic plan. The tool consists of three questionnaires, the pre-, in-progress, and follow-up survey. The Hospital should use this section as a guide in utilizing the tool. Finally the limitation section states the areas of weaknesses in the development of the tool and identifies what needs to be addressed in future in implementation evaluation tools.

CHAPTER 5: SUMMARY, RECOMMENDATIONS AND CONCLUSIONS

Summary

The result of this research study is an implementation evaluation tool that can be utilized in an acute care hospital. This paper discussed the concept of strategic management and identified why an implementation evaluation tool was needed; explored the existing literature within strategic management; described the methods that were used to develop the implementation evaluation tool; and explained how the tool could be used to effectively monitor and evaluate the implementation of The Hospital's strategic plan. Organizational wide change can not occur without the guidance of the organization's leadership team and the support of all individuals within the entire organization. The changing health care environment, union contracts, and patient's needs and expectations were all attributing factors in The Hospital's decision to engage in an organizational wide strategic management process. Theories that are used to conceptualize strategic management motivation include, program theory, systems theory, and implementation theory. The tool was, therefore, developed as a means to measure employee participation and satisfaction.

Recommendations

Although the implementation evaluation tool is tailored specifically for The Hospital's strategic plan, the developed tool is not limited to the specifications outlined in this paper. The Hospital may choose to forgo any stage of the three part questionnaire tool; however, the tool delivery instructions laid out in Chapter 4 do not include this type of variation. This section will outline three specific recommendations.

Recommendation One: Tool Implementation

The Hospital should give the developed strategic plan implementation evaluation tool to all employees two weeks before its strategic plan implementation. This time will allow The Hospital to collect and interpret all of the responses and identify which employees will be given the next two questionnaires. Since the tool is based on a questionnaire the measurement process will be very simple. Every questionnaire returned will have the same six questions and there are only five possible answer selections for each question.

Recommendation Two: Employee Participation

Although, it will be The Hospital's decision whether to make the participation of the developed tool mandatory or optional, it is recommended that the tool be only used on an optional basis, because it will allow participants to take part in the tool without feeling forced to participate.

Recommendation Three: Tool Leader

The final recommendation is regarding who should be in charge of the implementation of the strategic plan implementation evaluation tool. Since the Vice President will be in charge of the strategic plan development and implementation, this individual should choose someone who was not a part of the hospital lead team or involved in developing the strategic plan. Although the evaluation tool will be administered in-house, having an individual that was not involved in the strategic management process administer the implementation evaluation tool will encourage more employees to participate.

Conclusion

This researcher has come to the conclusion that the best method of evaluating the strategic plan implementation for The Hospital consists of a three part questionnaire. Although, the developed tool was crafted specifically for The Hospital's employees, the tool can be tailored for any other stakeholder. The developed implementation evaluation tool will hopefully help The Hospital identify its strengths and weaknesses in implementing the developed strategic plan. It is this researcher's hope that this research study has come in good use and will be useful for its current strategic plan and plans to come.

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Appendix A



CSU Bakersfield

Academic Affairs

Office of the Grants, Research, and Sponsored Programs (GRaSP)

Mail Stop: 24 DDH Room 108
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Department of Psychology
Research Ethics Review Coordinator
and IRB/HSR Secretary

Date: 08 March 2011

To: James Dion Washington, PPA Student

cc: Paul Newberry, IRB Chair
Chandra Commuri, Public Policy & Administration Department

From: Steve Suter, Research Ethics Review Coordinator

Subject: Protocol 11-36: Not Human Subjects Research

Thank you for bringing your protocol, "Developing an Implementation Evaluation Plan for Assessing the Strategic Planning Process at an Acute Care Hospital", to the attention of the IRB/HSR. On the form "Is My Project Human Subjects Research?" you indicated the following:

I want to interview, survey, systematically observe, or collect other data from human subjects, for example, students in the educational setting. **NO**

I want to access data about specific persons that have already been collected by others [such as test scores or demographic information]. Those data can be linked to specific persons [regardless of whether I will link data and persons in my research or reveal anyone's identities]. **NO**

Given this, your proposed project will not constitute human subjects research. Therefore, it does not fall within the purview of the CSUB IRB/HSR. Good luck with your project.

If you have any questions, or there are any changes that might bring these activities within the purview of the IRB/HSR, please notify me immediately at 654-2373. Thank you.

Steve Suter, University Research Ethics Review Coordinator

Appendix B

Pre-Survey

Name _____

Dept. _____

Phone ext. _____

(Please answer the questions below by circling your response from 5 being strongly agree to 1 being strongly disagree)

1. I was asked to take part in The Hospital's strategic planning process.

| | | | | |
|----------------|-------|---------|----------|-------------------|
| Strongly Agree | Agree | Neutral | Disagree | Strongly Disagree |
| 5 | 4 | 3 | 2 | 1 |

2. I am optimistic about this process.

| | | | | |
|----------------|-------|---------|----------|-------------------|
| Strongly Agree | Agree | Neutral | Disagree | Strongly Disagree |
| 5 | 4 | 3 | 2 | 1 |

3. My department used a team approach while developing specific measurable goals.

| | | | | |
|----------------|-------|---------|----------|-------------------|
| Strongly Agree | Agree | Neutral | Disagree | Strongly Disagree |
| 5 | 4 | 3 | 2 | 1 |

4. My department met regularly to develop ideas for The Hospitals strategic plan.

| | | | | |
|----------------|-------|---------|----------|-------------------|
| Strongly Agree | Agree | Neutral | Disagree | Strongly Disagree |
| 5 | 4 | 3 | 2 | 1 |

5. Management encouraged my department to be open and honest while developing the strategic plan.

| | | | | |
|----------------|-------|---------|----------|-------------------|
| Strongly Agree | Agree | Neutral | Disagree | Strongly Disagree |
| 5 | 4 | 3 | 2 | 1 |

6. Management allowed a significant amount of time for my department to develop measurable strategic goals.

| | | | | |
|----------------|-------|---------|----------|-------------------|
| Strongly Agree | Agree | Neutral | Disagree | Strongly Disagree |
| | | | | |

Appendix C

In-progress survey

(Please answer the questions below by circling your response 5 being strongly agree to 1 being strongly disagree)

1. My department has met to discuss The Hospital's strategic plan.

| | | | | |
|----------------|-------|---------|----------|-------------------|
| Strongly Agree | Agree | Neutral | Disagree | Strongly Disagree |
| 5 | 4 | 3 | 2 | 1 |

2. The goals and objectives established by the implemented strategic plan were explained well.

| | | | | |
|----------------|-------|---------|----------|-------------------|
| Strongly Agree | Agree | Neutral | Disagree | Strongly Disagree |
| 5 | 4 | 3 | 2 | 1 |

3. Management has provided my department with the resources needed to achieve The Hospitals mission and goals.

| | | | | |
|----------------|-------|---------|----------|-------------------|
| Strongly Agree | Agree | Neutral | Disagree | Strongly Disagree |
| 5 | 4 | 3 | 2 | 1 |

4. My department has met to discuss The Hospital's strategic plan.

| | | | | |
|----------------|-------|---------|----------|-------------------|
| Strongly Agree | Agree | Neutral | Disagree | Strongly Disagree |
| 5 | 4 | 3 | 2 | 1 |

5. My department has taken a team approach in incorporating The Hospital's strategic plan.

| | | | | |
|----------------|-------|---------|----------|-------------------|
| Strongly Agree | Agree | Neutral | Disagree | Strongly Disagree |
| 5 | 4 | 3 | 2 | 1 |

6. Management allowed has a significant amount of time for my department to meet our department's strategic goals.

| | | | | |
|----------------|-------|---------|----------|-------------------|
| Strongly Agree | Agree | Neutral | Disagree | Strongly Disagree |
| 5 | 4 | 3 | 2 | 1 |

Appendix D

Follow-up Survey

(Please answer the questions below by circling your response 5 being strongly agree to 1 being strongly disagree)

1. My department has met to discuss The Hospital's strategic plan.

| | | | | |
|----------------|-------|---------|----------|-------------------|
| Strongly Agree | Agree | Neutral | Disagree | Strongly Disagree |
| 5 | 4 | 3 | 2 | 1 |

2. The goals and objectives established by the implemented strategic plan were explained well.

| | | | | |
|----------------|-------|---------|----------|-------------------|
| Strongly Agree | Agree | Neutral | Disagree | Strongly Disagree |
| 5 | 4 | 3 | 2 | 1 |

3. Management has provided my department with the resources needed to achieve The Hospitals mission and goals.

| | | | | |
|----------------|-------|---------|----------|-------------------|
| Strongly Agree | Agree | Neutral | Disagree | Strongly Disagree |
| 5 | 4 | 3 | 2 | 1 |

4. My department has met to discuss The Hospital's strategic plan.

| | | | | |
|----------------|-------|---------|----------|-------------------|
| Strongly Agree | Agree | Neutral | Disagree | Strongly Disagree |
| 5 | 4 | 3 | 2 | 1 |

5. My department has taken a team approach in incorporating The Hospital's strategic plan.

| | | | | |
|----------------|-------|---------|----------|-------------------|
| Strongly Agree | Agree | Neutral | Disagree | Strongly Disagree |
| 5 | 4 | 3 | 2 | 1 |

6. Management has allowed a significant amount of time for my department to meet our department's strategic goals.

| | | | | |
|----------------|-------|---------|----------|-------------------|
| Strongly Agree | Agree | Neutral | Disagree | Strongly Disagree |
| 5 | 4 | 3 | 2 | 1 |