

MHA-FPX5012 Assessment 1: Organizational Analysis

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Program Name or Degree Name (e.g., Bachelor of Science in Psychology), University

COURSE XXX: Title of Course

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St. Vincent's Medical Center

In Bridgeport, Connecticut, St. Vincent's Medical Center (SVMC), a 437-bed Catholic healthcare center, was established in 1905. Hartford Healthcare, which serves a broader portion of Southern Connecticut, runs the hospital. It has more than 1800 employees and an additional 450 doctors. It combines several continuum initiatives, such as an angioplasty program and cancer, orthopedic, and bariatric surgery services (Hospital Care Data, 2022). The hospital also has a family birth center, sleeping quarters for caretakers, and a recreational area (Hospital Care Data, 2022). This analysis consists of a SWOT analysis table, organizational assessment narrative, organizational scorecard table, gap analysis, briefing report, and leadership implications narrative, which, when taken together, form a five-part organizational analysis illustrative of the facility's organizational procedures.

Part I: Environmental Assessment

In this part of the analysis, a SWOT analysis table was created. A SWOT analysis focuses on the areas of a company's strengths, weaknesses, opportunities, and threats. Strengths are the first area of the analysis. The purpose of strengths is to identify the strongest points of a facility. St. Vincent's Medical Center has a reputation for providing high-quality care based on the institution's standing as one of Bridgeport, Connecticut's best hospitals for orthopedics, cancer, angioplasty, and bariatric surgery. In addition, the institution maintains extensive connections with a variety of organizations and educational institutions, which support its marketing and collaborations. Additionally, the institution is well situated, making it simple for patients to visit. It provides various healthcare services, ranging from outpatient and reproductive to advanced care, making it easier for it to reach a broader consumer base. In addition to

boosting productivity and care coordination, the institution has implemented cutting-edge technologies.

The next area from the SWOT analysis is weaknesses. Weaknesses are determined by ways a facility can improve and what might be considered weaknesses. The facility's lack of funding, high overhead expenses, rising unemployment rates, and a large number of uninsured people in the area, including the homeless and low-income facilities, necessitate the development of measures to raise enough money to satisfy their financial needs. The organization can raise people's awareness of and use Medicaid expansion benefits. Illinois is one of the states that has currently accepted Medicaid expansion; by educating locals about the advantages and resources available, we can lessen the low insurance rates and the ensuing insufficient revenue for the institution (Dalstrom et al., 2021).

Management has the capacity to identify areas that support the potential for process improvement within the facility and their reach within the community by investigating the opportunities part of the SWOT analysis. Next on the SWOT analysis is opportunities. Opportunities are designed to enhance the overall quality of a facility. The institution has much potential, including demographic data from the neighborhood indicating a sizable catchment population for the facility. Promotion services are offered, including management conferences, coordinated community events, and education. The connection may help promote the business and bolster the institution's current promotion efforts. The organization can also reach out to the community by utilizing its talented and professional employees for effective promotion services. There is a lot of room for growth and client base expansion because the hospital services a sizable portion of the population. CARES Act and other helpful regulations assist organizations in recovering from the effects of COVID-19 while enhancing grant-making and charitable giving

(McConville & Cordery, 2018). According to Creedon et al. (2022), Medicaid expansion has caused the insured rates to continuously fall in states that permit the strategy, which is a fantastic opportunity for the organization to increase its revenue.

The last section of the SWOT analysis is threats. Threats involve variables that might have a detrimental impact on an organization's performance. St. Vincent's Medical Center serves many individuals within their community, which is a plus for them but also a threat because of the competition from other established public institutions. Threats to the facility include competition from reputable public institutions, high uninsured rates, and costly overhead expenditures. In order to meet its vision, mission, and ideals of compassionate care, the hospital is frequently compelled to provide services to those who lack insurance, which raises its overhead costs. Bloodgood (2018) asserts that corporations may be at a competitive disadvantage when they directly compete for clients with well-established companies. Established institutions use cutting-edge technologies in their service delivery and financial and marketing tactics, making it challenging to compete with them.

Table 1: SVMC SWOT Analysis**Strengths**

- The institution has a good reputation and is preferred by most patients due to good patient outcomes
- The institution partners with other institutions, such as learning institutions (including New York Medical College), pharmaceuticals, and insurance agencies
- Institution location- located in a metropolitan area, hence accessible to a majority of the community members
- The institution offers diverse healthcare services, widening its catchment population/customer base
- The institution has employed advanced technological resources in this age of technology

Weaknesses

- Inadequate staffing- care providers work overload and risk poor care quality outcomes
- Resistance to change- cultural flaws
- Inadequate funding in the facility
- Hierarchical leadership strategy

Opportunities

- Community demographics- many customers in the region
- Services promotion opportunities available
- Favorable policies allowing resource gathering through grants (from the government) and charity
- Favorable healthcare insurance policies such as the Affordable Care Act Medicaid expansion

Threats

- Rising patient unemployment rates- patients are unable to raise premiums or pay for healthcare services
- High uninsured rates
- High overhead costs
- Competition from established public institutions

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Part II: Organizational Assessment

The hospital's purpose is described in its mission statement. The facility's mission statement is "Making God's healing presence known worldwide by improving patients' health, especially the vulnerable, and advancing social justice." The mission statement summarizes and explains the institution's existence (Haski-Leventhal, 2020). The company's values statement covers its priorities, core values, and operating procedures (Yokomizo, 2020). The institution's values are "Centerpiece for managing and monitoring performance, Inclusion, Compassion, Integrity, Collaboration, Excellence." The personnel at the facility are fully aware of these ideals. The relationships of the institution demonstrate the values of the institution. The organization has a strategic plan to enhance healthcare delivery and strengthen ties with the public and other stakeholders. In order to accomplish its goals and objectives, the hospital also has solid relationships with other facilities that demonstrate teamwork, including the New York College.

The facility's aim is "A healthier future for all, inspired by faith, powered by humanity, and driven by innovation." By outlining the broad objectives that all care providers should strive towards, the vision statement serves as a roadmap for strategic planning (Yokomizo, 2020). The facility's development of interventions such as homecare programs, community outreach initiatives, and easily accessible healthcare for particularly vulnerable groups is guided by the

vision statement. As seen by its cutting-edge technology and deliberate efforts to make it even better, the institution also uses technology in its operations.

Table 2: St. Vincent's Organizational Assessment

Topic Area	Result
Mission	<ul style="list-style-type: none"> • Making God's healing presence known worldwide by improving patients' health, especially the vulnerable, and advancing social justice.
Vision	<ul style="list-style-type: none"> • A healthier future for all, inspired by faith, powered by humanity and driven by innovation
Values	<ul style="list-style-type: none"> • Centerpiece for managing and monitoring performance • Compassion • Inclusion • Integrity • Collaboration
Strategic Direction	
Suggested Strategic Direction	<ul style="list-style-type: none"> • The facility should center its focus more on improving the vision statement to fulfill the needs of individuals in the community.

By using measurements and indicators from the financial, customer, internal-business-process, and learning and growth perspectives, the balanced scorecard approach (Kaplan and Norton, 1996a, b) is one attempt to build a strategic control system linking goals on various levels to overall organizational strategy (Höög et al., 2016). Through the creation of benchmarks, data collection, and analysis related to those viewpoints, a balanced scorecard offers a way to view an

organization from four perspectives. Internal company operations, learning and innovation, and financial customers are the four views (AHRQ, n.d.). The functional directed methods that St. Vincent Medical Center has expertly established serve to direct activities within the healthcare facility. The mission statement is appropriate for the organization and reflects its identity, but it may be adjusted. Additionally crucial to advancing the organizational strategic strategy is the value statement. The leadership's steadfast determination to enhance the company and advance better patient outcomes is a reflection of ideals like innovation. The group is also dedicated to raising the satisfaction of healthcare professionals.

Table 3: Balance Scorecard

Category	Performance Indicator & Measurement	Target or Internal Benchmark	Explanation/References
Business Operations	Improve operational efficiency Proper customer relationship management Proper work culture and higher employee confidence	Reduced operational costs Customer relations feedback Employees confidence survey	The performance objectives of this institution's business operations will include a reduction in operational costs, positive customer feedback, and high scores in employees' confidence surveys.
Finance	Reduced overhead expenses Proper revenue mix Reduced loans and debts	Saved costs through reduced expenses Number of new revenue streams Number of loans and debts	The performance objectives in finance will be met when costs are saved, revenue streams are increased, and loans/debts are reduced.

Customer	<p>Increased customer satisfaction</p> <p>Retention of customers</p> <p>High-quality services</p>	<p>Customer satisfaction scores</p> <p>Number of customers retained</p> <p>Customers' feedback</p>	<p>the desirable performance will have been met with increased customer satisfaction scores, positive customer feedback, and a high number of customers retained</p>
Organizational Learning and Growth	<p>Employee satisfaction and retention</p> <p>Align personal goals and company goals</p> <p>Develop critical skills and knowledge</p> <p>Proper knowledge management</p>	<p>Number of employees resigning</p> <p>Achievement of personal and company goals</p> <p>Performance and skills evaluation</p>	<p>The company will perform well if a few employees are resigning, company goals are achieved, and the evaluation of skills and performance is desirable.</p>

Part III: Gap Analysis

A vision, mission, and values statement that directs actions and explains the organization's purpose must be included in every organization. According to Hypes et al. (2020), a mission statement should be succinct and memorable to increase staff retention. It describes the institution's "who, what, and why" and directs how the business is conducted. All of these qualities may be seen in the mission statement, which reads, "Making God's healing presence known worldwide by improving patients' health, especially the vulnerable, and advancing social justice." However, Hypes et al. (2020) remark that the mission, vision, and values statement should be interconnected and complementary to one another and that the values statement does not support this mission. Thus, it is crucial to update both the mission and vision statements.

Table 4: Gap Analysis

Category	Performance Indicator & Measurement	Target or Internal Benchmark	Identify the Variance or Gap
Business Operations	<p>Improve operational efficiency</p> <p>Proper customer relationship management</p> <p>Proper work culture and higher employee confidence</p>	<p>Reduced operational costs by 10%</p> <p>Customer relations feedback</p> <p>Employees confidence survey</p>	<p>Poor operational efficiency</p> <p>Poor customer relations</p> <p>Undesirable confidence survey reports</p>
Finance	<p>Reduced overhead expenses</p> <p>Proper revenue mix</p> <p>Reduced loans and debts</p>	<p>Saved costs through reduced expenses</p> <p>Number of new revenue streams</p> <p>Number of loans and debts</p>	<p>Increased costs and expenses</p> <p>Few revenue streams</p> <p>High number of loans and debts</p>
Customer	<p>Increased customer satisfaction</p> <p>Retention of customers</p> <p>High-quality services</p>	<p>Customer satisfaction scores</p> <p>Number of customers retained</p> <p>Customers' feedback</p>	<p>Low customer satisfaction</p> <p>Loss of customers due to substandard quality</p> <p>Negative feedback on services</p>
Organizational Learning and Growth	<p>Employee satisfaction and retention</p> <p>Align personal goals and company goals</p> <p>Develop critical skills and knowledge</p> <p>Proper knowledge management</p>	<p>Number of employees resigning</p> <p>Achievement of personal and company goals</p> <p>Performance and skills evaluation</p>	<p>High employee turnover due to poor working conditions</p> <p>Failure to achieve project goals</p> <p>Poor skills performance and knowledge management</p>

Part IV: Leadership Recommendation

The facility has integrated all services according to the concept, but there is still a need for improvement to produce a unidirectional flow. To link time to the values statement, the organization should be able to track its performance over time. Timing and objectivity are integrity to strategic planning and organizational success, according to Turnbull et al. (2020). Improvement is required because the vision is unclear mainly and not quantifiable. Since neither its operations nor its strategic plan includes the global community, the mission statement should be modified to include the local community. Additionally, the action will guarantee a shift in the focus of the effort. The institution should shift its population concentration from the community to the county or state, in addition. Any healthcare facility not only cares for the local populace but also receives patients from other healthcare facilities. The county and the state should also be the focus of community involvement initiatives like medical camps and marketing.

Part V: Leadership Implications

Managing a role as a leader takes a lot of patience and time. Every day, healthcare leaders face many challenges within a facility. Therefore, it is important to utilize strategic plans. Strategic plans are distinct, directional, and differentiated, according to Fuertes et al. (2021), and they have to promote an institution's mission, vision, and values. Any difference results in organizational failure and stagnation. The company's four strategic objectives are to change organizational leadership, enhance community participation, improve patient satisfaction scores, and change organizational technology. By applying these four strategic objectives and improving on them, the company will begin to see how it can become more successful.

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