



DEVELOPMENT OF THE STRATEGIC PLAN FOR THE DIGITAL HEALTH LAB AND IN THE HEALTHCARE SYSTEM

Community Medicine

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ABSTRACT

Background: Strategic planning is a thorough long-term strategy that outlines an organisation's direction and how resources are allocated to accomplish goals over time and under various environmental situations. The current article explains how strategic planning can be implemented for digital transformation in a company or organisation. **Aim:** To Develop a strategic plan in phases for the healthcare organisation **Methodology:** There are several phases in developing strategic planning, which is divided into steps. These are planning a strategic component, Environment Assessment, setting up of Mission, Vision, Goal and Strategy formation, Developing an Implementation Plan and Performance indicators and Monitoring. **Conclusion:** The article concludes that phased strategic planning helps the organisation grow. It helps in achieving the targets and objectives. Strategic planning allows organisations to expand their knowledge and wisdom and helps to develop a broader vision. In healthcare, strategic planning helps improve patient outcomes and reduces treatment inequalities.

KEYWORDS

Strategic planning, healthcare, phased Plan, digital health.

INTRODUCTION:

A strategic plan is defined as several steps or strategies a company must identify and employ to meet its objectives. In contrast, strategic plans provide strategic direction for existing organisations. It is usually more established ventures that create these plans. A venture's strategic Plan becomes more important as it grows. For successful optimisation, strategic plans must be seen as fluid documents rather than static activities.

Strategic planning is a thorough long-term strategy that outlines an organisation's direction and how resources are allocated to accomplish goals over time and under various environmental situations. Information system strategic planning has been the subject of numerous studies, many of which use formulation frameworks and planning processes based on the Ward and Peppard Model.(Model et al., 2020) The framework becomes the industry standard for all for-profit and non-profit businesses when creating their strategic plans based on creating information systems to support the longevity of their operational procedures. The Ward and Peppard Model was used in several studies to evaluate the strategic planning of the system, with the majority of them evaluating information system translation as soon as the planning and application forms of the system have been compiled, as well as using the Traditional Balance Scorecard technique to evaluate information systems.(Model et al., 2020)

The way we imagine and study strategic planning will strongly influence how well it functions or does not function. In variance research, specific variables are viewed as regular, dependable causes that produce specific effects over time. This is consistent with Aristotle's idea of efficient causation, which is what the term "cause" generally refers to in scientific inquiry. But because planning is a purposeful activity, it entails what Aristotle called final causation, in which the reason something is done—as in "rallying behind a cause"—is its ultimate goal.(Strategic Planning | AAMC, n.d.) Teleological theories are appropriate because strategic planning incorporates goal-driven activity (goals change over time). Both forms of causality could benefit from studies on strategic planning.(Strategic Planning Process: Mission, Priorities, Goals, KPIs, n.d.)

Digital transformation is not only a trend but also an ongoing process. Hence, it is important to keep the roadmap updated continuously and implement measures to expedite the transition from traditional processes to digital transformation.(Dennis, 2019) Strategic planning is one of the most effective ways to achieve this, as it enables companies to develop actionable and measurable targets for the future.(Strategic Planning Overview | Medicine, n.d.) This article explains how strategic planning can be implemented for digital transformation in a company or organisation.

Objectives:

1. To Develop a strategic plan in phases for the healthcare organisation.

Methodology:

Steps in developing strategic planning:

There are several phases in developing strategic planning, which are divided into steps.

I. Planning the strategic components:

a. Scope:

The scope of the organisation or the activity in which strategic planning takes place is clearly defined. This helps in achieving long-term goals through strategic planning.

b. Identification of stakeholders:

It is important to identify stakeholders interested in the organisation's success. The organisation has many stakeholders, including employees, unions, customers, vendors, shareholders, regulators, owners, supply chain partners, community members, and others. Each stakeholder has a unique perspective regarding implementing the organisation's goals. They know the organisation's strengths and weaknesses, what hinders success, and what it takes to succeed.

c. Time-bound:

Strategic goals should be reached within a specific timeframe, and each goal must be achieved within that timeline.

d. Team Planning:

Strategic planning requires collaboration among all stakeholders, and each individual must set a clear strategic goal.(Strategic Planning Overview | Medicine, n.d.)

II. Environment Assessment:

The main objective of environmental assessment is to determine the organisation's current status. There are many ways to accomplish this, including interviews, data analysis, focus groups, surveys, internal and external Monitoring, and sometimes innovation assessments. The easiest method is through SWOT analysis. The main goals of this are:

- a. To identify the Strength of the organisation.
- b. To identify the Weakness of the organisation.
- c. To identify the Opportunities that are required to grow/improve the organisation.
- d. Identification of potential threats prevailing in the organisation.

III. Setting up of Mission, Vision, Goal and Strategy formation:

The goal of this step is to establish a shared vision for the future of the organisation/service, as well as to determine short-term goals and strategies for reaching it.(Strategic Planning Process: Mission, Priorities, Goals, KPIs, n.d.)

a. Vision:

Vision is the big picture of what the organisation wants to accomplish. It should motivate employees. As a result, people are motivated to contribute their energy and time to future achievements.

b. Mission:

As the name suggests, a mission statement provides an action plan to achieve the organisation's vision. A mission statement can be something other than inspirational to be effective. Instead, it focuses on what an organisation does and how its mission helps to achieve its vision.

The mission statement should explain the following:

- What we are
- In brief, "what we do."
- The industry in which we operate

c. Goal:

It refers to the long-term purpose that an organisation strives to achieve. The novel approach to writing the goals is in SMART form.

Specific:

Be precise and clear to the team, partners, and other groups. It must be related to the organisation (entirely job-related).

Measurable:

Objectives are always defined in measurable terms. Numbers and quantities provide a means of measurement and comparison.

Attainable:

Defining objectives within the provided environment and resources is essential, and organisations should analyse what is required to achieve them and ensure they are continuously achieved.

Relevant:

Objectives are aligned with the respective purpose, mission, vision, and values of an organisation or group. They are important to partners, community members, and decision-makers and help bring meaningful change to target populations.

Time-bound:

Include time-lined benchmarks for all long-range goals and all objectives and specify when they should be achieved.

d. Strategy formation:

A strategy is a long-term plan of action to achieve a goal or objective. In these statements, the steps for achieving the mission are defined, along with how to keep going on the way to completion. The optimal course of action is determined after considering organisational goals, strengths, potential, constraints, and external opportunities. An analysis of both the external and internal environments will likely form the basis for developing strategies based on a SWOT analysis.

Implementation Process:

Leaders and teams use the Strategic Plan to help guide their decisions in an organisation. The steps in implementation are:

a. Develop an Implementation Plan:

Bringing the strategic Plan to life is the purpose of the implementation strategy. Implementation strategies are derived from strategic plans, which define the strategies used to achieve certain goals. A strategic plan can guide any project or initiative within an organisation. Implementing the objectives outlined in a strategic plan requires defining how each aspect will be implemented, from funding to personnel to organisation and deliverables.

b. Performance indicators and Monitoring:

Many performance measures are available (often called key performance indicators or KPIs). The right metrics are important for any organisation, but choosing them can take time and effort. The following tips will help you select and use these measures.

- Ensure alignment with strategic goals
- Make it simple
- Ensure that data is kept up-to-date
- Performance dashboards are excellent tools for tracking key performance indicators.

The definition of Monitoring in the Strategic Planning Law is not comprehensive and may lead to confusion about its purpose. A well-designed monitoring program provides policymakers with the tools and evidence they need to detect policy challenges, adapt or adjust policy implementation, and communicate policy results in a timely and accessible manner. In order to produce robust monitoring evidence,

quality data must be collected. Monitoring results should be incorporated into decision-making by institutions.

C. Communication with stakeholders:

There are three primary objectives under the Stakeholder Communication Strategy.

- Ensure that all people or entities potentially affected by the project are aware of and clearly understand the project, its impacts and compensation entitlements, and address stakeholder concerns using transparent and inclusive approaches;
- Ensure all potential beneficiaries are informed of the project, its benefits, and the details of how to use it.
- Ensure that traffic safety communication is integrated into the project to enhance public health and mitigate risk for these target stakeholders.

It is important to obtain feedback and ensure that the project implementers and focal points are easily accessible to stakeholders via the information materials. Stakeholder groups will be able to provide accurate and sufficient feedback during community meetings. (*Stakeholder Engagement for Strategic Planning* | Everett Community College, n.d.)

Steps in developing strategic planning

Figure 1: Steps in Developing Strategic Planning and Implementation

Strategic Planning and its outcomes in healthcare:

Historically, healthcare has sought management strategies from other industries to drive operational improvement and enhance the quality and safety of care. The first step in using such approaches is to consider the environment in which the intervention will take place. A plug-and-play solution is, therefore, misguided, according to Dixon-Woods (6) - the factors that made an intervention work in another setting (clarity of vision, infrastructure, organisational systems, values, skills and so on) would also need to be replicated (Dixon-Woods & Martin, 2016)

On the other hand, there is also the perception that the healthcare system is change-averse. According to one author, healthcare moves slowly compared with most other industries. Hospital and physician organisation time clocks are more geared to geological speed than Internet speed. (*Strategic Planning in Health Care: Methods and Applications : Quality Management in Healthcare*, n.d.) According to Dr Andrew Pesce, President of the Australian Medical Association (AMA), this glacial pace is the real problem with healthcare reform in his 2009 address to the Congress on National Health Reform. (Dennis, 2019)

According to a study conducted in Iran, strategic planning positively impacts employees' and patients' satisfaction and organisational productivity. (Esfahani et al., 2018) A moderate level of success was achieved by strategic planning to improve organisational performance among Iranian healthcare organisations (score of 2.84 out of 5). (Esfahani et al., 2018) Strategic plans in healthcare organisations were likely to succeed when process management, organisational culture, and customer management constructs were in place. Ishfaq et al., in their study, demonstrate that telemedicine networks can improve healthcare services in rural areas while maintaining operational efficiency. (Ishfaq & Raja, 2015)

Differentiation and cost reduction are two strategies that can be employed to gain a competitive advantage. The organisation can support, align, and help achieve its business objectives through the effective use of information technology. An important part of strategic planning is evaluating the information system description using a Balance Scorecard IT. (Model et al., 2020)

According to the comprehensive strategy, a quality improvement framework, top-down management incentives and Monitoring, and a bottom-up locally tailored interventions approach demonstrate promising results in improving quality and reducing disparities in key health and healthcare indicators.(Sentell et al., 2021)

Clinical transformation involves evolving models of care delivery supported by technology rather than driving them. The role of senior nursing leadership in implementing clinical transformation and healthcare technology is defined. Proposed standards, expert group action, business and consumer groups, and legislation drive the development of electronic health records and healthcare technology. (Wadsworth et al., 2016)

Based on the literature review, the SPRIS system was shown to be a useful tool for achieving an objective and precise overview of a healthcare service without the need to use complex statistical analyses. As a result of this system, quality and managerial survey data are transformed into an intuitive decision-making matrix that identifies and prioritises weaknesses in the system, which is, to our knowledge, the true innovation it brings to the table.(Wadsworth et al., 2016)

Strategic planning has many benefits, including the use of collective wisdom to expand health disparities research, the ability to use different talents to develop a broader vision, an enhanced learning environment, the integration of diversity into the curriculum, the education of physicians to serve diverse populations, and the expansion of thought leaders.(Bianco et al., 2022)

CONCLUSION:

The article concludes that using phased strategic planning helps in growing the organisation. It helps in achieving the targets and objectives. Strategic planning allows organisations to expand their knowledge and wisdom and helps to develop a broader vision. In healthcare, strategic planning helps improve patient outcomes and reduces treatment inequalities.

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