METROPOLITAN
SCHOOL OF BUSINESS AND MANAGEMENT UK

Managing Health and Social Care Strategies

Learning Outcomes

After the successful completion of this lecture, you will be able to understand:

- The concept of strategy and types of healthcare organisational strategies.
- The concept and elements of the business plan.
- The barriers of healthcare organisations.
- Different types of risks for healthcare organisations.

Introduction

- Different types of strategies are used in Health and Social care settings.
- Strategic planning in health care organizations include identifying the specific steps required to achieve specified goals. While there are many types and levels of strategy, the goal of all strategies is to match an organisation's performance with its specified mission or values.
- Let us understand the concept of strategy and business plans for health and social care organisations in this lecture.

Introduction

What is Strategy?

A strategy is an activity taken by managers to achieve one or more of the organisation's goals. Strategy is also described as "a general direction established for the organisation and its different components in order to attain a desirable condition in the future." The comprehensive strategic planning process yields strategy."

Features of Strategy

- Strategy is important since it is impossible to predict the future.

- Strategy is concerned with long-term developments rather than routine operations.

- Strategy is developed to account for the likely behaviour of customers and competitors. Employee behaviour can be predicted using employee management strategies.

Components of a Strategy Statement

Strategic Intent	Mission Statement	Vision	Goals and Objectives

Strategy

Figure: Shows the components of strategy statement.
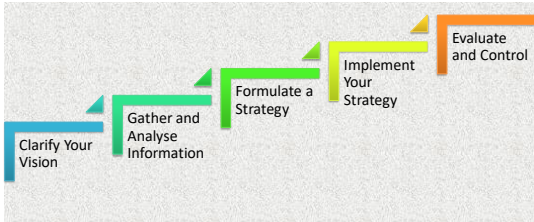
Strategy Development Process

Figure: Shows the steps of strategy development process.
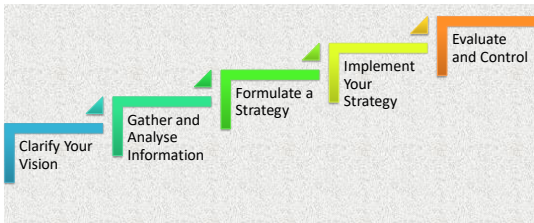
Strategy Development Process 1

Figure: Shows the steps of strategy development process.

Strategic Planning in Health and Social Care Organisations

- Strategic planning in health care organisations involves outlining the actionable steps needed to reach specific goals.

- Today, health care providers require more patient-centric, value-based approaches, whereas many of their current systems follow older, more traditional strategy models, according to Becker's Hospital Review.

- Increasingly, organisations are having to recalibrate their health care strategies to suit current market trends and changing approaches to patient care.
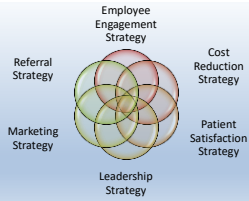
Types of Healthcare Organisational Strategies

Figure: Shows the types of healthcare organisational strategies.

1. Employee Engagement Strategy

According to Employee Engagement Strategy, employees can be motivated by the following ways:

• **Providing soft skills training**

• **Providing opportunities to employees to give feedback**

Identify Opposing Mindsets and Give a Voice to the Front Line

2. Cost Reduction Strategy

• According to this strategy, healthcare organisations seek to find the method for cost reduction.

• This strategy focuses on reducing the primary drivers of poor health.

• Nowadays, organisations are providing awareness to the public for the benefits of having healthy and organic food, thereby reducing the chances of illness due to an unhealthy lifestyle.

Increase Wellness/Prevention Resources

3. Patient Satisfaction Strategy

- According to this strategy, your front desk is typically your first and last point of contact and is a significant element of your prospective healthcare satisfaction.

- Follow-up appointments can help improve patient experience in hospitals, create positive relationships and promote word of mouth referrals.

Audit Front Desk Processes

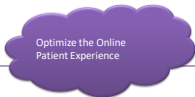PATIENT SATISFACTION SURVEY

4. Leadership Strategy

- According to this strategy, despite relying upon two less-than-stellar leaders managing each department separately, you should have a versatile individual with great potential overseeing both until another worthy leader arrives in your system.

"Double-Hat" Top Talent When You're Short on Leadership Prospects

MISSION   VISION   VALUES

5. Marketing Strategy

- In today's healthcare setting, a flexible website that adjusts to a range of devices and constantly makes a striking and intuitive first impression is required.

- As a result, it's critical that your online patient experience has all of the components in place to keep patients from leaving and seeking for another clinic with a more user-friendly website (or quicker to get them to the information they need).

Optimize the Online Patient Experience

WEBSITE DESIGN   PLANNING   MANAGEMENT
MARKETING STRATEGY
CONVERSION ANALYSIS   OFFLINE INTEGRATION
OPTIMIZATION PROCESS   SOCIAL MEDIA   TRAFFIC BUILDING

6. Referral Strategy

- Doctor referrals are a consistently top strategy for bringing in new patients organically. In a hospital environment, the front desk staff is frequently expected to network with the doctors you hope would recommend your practice.

- In the day-to-day operations of the front desk, there is just too much outreach, phone triaging, information management, data entering, and record keeping for them to fully focus on this important effort.

Hire a Physician Liaison

Referrals

What is Business Plan?

A business plan:

- **Summarizes an organisation's operational and financial goals**

- **Road map to success for an organisation**

Business Plan Elements

Executive summary
Management & Personnel
Appendix
Market Analysis
Risk Analysis
Financial and Strategic Goals
Marketing

Figure: Shows the different types of business plan elements.

1. Executive Summary

- This summary gives an overview of the whole business plan and highlights the scope of the business plan.

- Your executive summary should cover the mission statement of your business and the items and services you aim to offer.

2. Management & Personnel

- Your business also has to explain how your organisation is set up.

- Introduce your managers here and summarize their abilities and their major tasks.

- Do not forget to state if your organisation will be a partner, a sole owner or an organisation with a different ownership structure. You will need to identify the members if you have a board of directors.

- Introduce your team members.

3. Market Analysis

Factors to cover in this section include the following:

- **Where your target market is geographically located**
- **The primary pain points experienced by your target customers**
- **The most prominent needs of your target market and how your products or services can meet these needs**
- **The demographics of your target audience**
- **Where your target market spends most of their time, such as particular social media platforms and physical locations**

4. Marketing

This section should include the following items:

- **Marketing and promotion tactics that you want to implement**
- **Pricing strategies for your company's goods and services**
- **Your revenue-generating strategies**
- **Why should your target audience purchase from you rather than your competitors?**
- **Your organisation's unique selling proposal**
- **How will you get your products and services in front of your target audience?**

5. Financial and Strategic Goals

- The financial section of your business plan should explain how you expect to generate income and how much money you'll need to get started.

- Your financial statements, an analysis of these statistics, and a cash flow projection should all be included.

- Include conservative profit and loss statements, balance sheets, and cash flow statements for the next three years.

6. Risk Analysis

- Risk analysis is a proven method of identifying and evaluating elements that might endanger an organisation's or project's success.

- It enables you to assess the risks that you or your organisation face and determine whether or not to proceed with a decision.

7. Appendix

- The appendix of every business plan, there should be a complete set of financial forecasts, with a summary of these financials in the executive summary and financial plan.

- For example:-

- **Technical Drawings**
- **Partnership**
- **Customer Letters**
- **Extended Competition Reviews**
- **Customer Lists**

What are Barriers?

- Barriers are factors (problems) that prohibit you from utilizing a service correctly or at all. Because of these limitations, people may be unable to take charge of their own lives and must rely on others to do so.

- What are the disadvantages of barriers?

  ➢ **Some people are unable to control the barriers, which prevent them from receiving therapy or assistance.**

  ➢ **Some people can not control the barriers**

Healthcare Barriers in The UK

The following are the main barriers to healthcare system in UK:

Accessibility Issues

Funding Issues
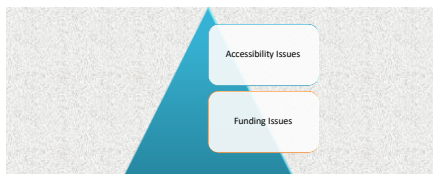
Healthcare Barriers in UK
Accessibility Issues

- Rural residents face several challenges in obtaining health care services.

- As a result of these disadvantages, their morbidity and death rates are greater than those of their urban counterparts.

- There are two types of accessibility issues:

  1. Social Issues
  2. Transport Issues

---

1. Social Issues

- Social issues in healthcare are often referred to as social determinants of health.

- The social determinants of health are the conditions of the locations where people live, work, learn, and engage in recreation.

- These conditions have arisen as a result of the allocation of money, resources, and power at the international, national, and regional levels. Systemic health inequities can often be attributed to social issues.

---

2. Transport Issues

- For people who do not reside near the services, the buses in the region may not operate at a reasonable time to travel to an appointment.

- Travelling to the services is difficult due to distance, which is a geographical barrier.

Healthcare Barriers in UK
Funding Issues

- The expense of getting healthcare and the inability of disadvantaged people to pay is a key source of inequity in access to health services.

- There are mainly two types of funding issues as follows:

    1. **Cost of treatment**
    2. **Private health insurance cost**

What is Healthcare Risk?

- It is a negative health effect or adverse event caused by a certain incident, disease, or condition in the healthcare delivery service.
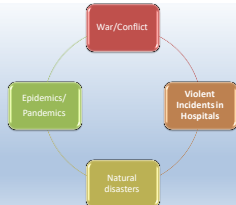

Risks to Healthcare Sector

War/Conflict

Epidemics/ Pandemics

Violent Incidents in Hospitals

Natural disasters

Figure: Shows the types of risks to healthcare sector.

Types of Healthcare Risks 1

1. **War or conflict:**
   - Armed conflict affects low- and middle-income countries much more severely. Health professionals can help to reduce the negative effects of war and even avoid it.

2. **Violent incidents in hospitals:**
   - Medical practitioners, who are frequently the focus of assaults, harassment, intimidation, and other disruptive conduct, are also at danger as a result of such occurrences.

Types of Healthcare Risks 2

3. **Natural disasters:**
   - Natural disasters directly harm people's health by causing injury and death, as well as increased physical and mental disease, social dislocation and disturbance, and loss of physical surroundings and personal property.

4. **Epidemics/Pandemics:**
   - Pandemics can lead to significant increases in morbidity and mortality, with LMICs suffering a disproportionately high mortality cost.

Conclusion

In conclusion, by implementing the relevant strategy and business plan, a healthcare organisation can remove distinct types of barriers and risks.

Conclusion

Further Reading

- How to Create a Profitable Healthcare Business Plan for Your Medical Practice

  https://www.practicebuilders.com/blog/how-to-create-a-profitable-business-plan-for-your-healthcare-practice/

- Elements of a medical practice business plan

  https://www.lhcpafirm.com/lhcpa-insights/rxsp183

Bibliography 1

- Berg, M., CV© Bergen, Enrico Coiera, Heathfield, H., Huisman, B., Marleen De Mul, Arjen Stoop and Brit Ross Winthereik (2003). Health Information Management Integrating Information and Communication Technology in Health Care Work. Routledge.
- Walburg, J. (2005). Performance Management in Healthcare Improving Patient Outcomes, An Integrated Approach. Routledge.
- Barrett, R. (2013). Building a values-driven organization a whole system approach to cultural transformation. London Routledge.
- Means, R. and Smith, R. (1998). Policy and practice. Basingstoke: Macmillan.
- Sim, F. and Mckee, M. (2011). Issues in public health. Maidenhead: Mcgraw-Hill/Open University Press.
- Birn, A.-E., Pillay, Y., Holtz, T.H. and Basch, P.F. (2009). Textbook of international health : global health in a dynamic world. New York: Oxford University Press.
- Brooks, I. (2009). Organisational behaviour : individuals, groups and organisation. Harlow, England ; New York: Prentice Hall/Financial Times.
- Mabey, C. and Finch-Lees, T. (2008). Management and leadership development. Los Angeles, Calif. [U.A.] Sage.
- Walburg, J. (2005). Performance Management in Healthcare Improving Patient Outcomes, An Integrated Approach. Routledge.
- Martin, V., Charlesworth, J. and Henderson, E.S. (2010). Managing in health and social care. New York: Routledge.

Bibliography 2

- Watkins, M.D. (2017). Demystifying Strategy: The What, Who, How, and Why. [online] Harvard Business Review. Available at: https://hbr.org/2007/09/demystifying-strategy-the-what.
- Clayton, J. (2019). The Five Stages of the Strategic Management Process. [online] Chron.com. Available at: https://smallbusiness.chron.com/five-stages-strategic-management-process-18785.html.
- Regis College (2019). Understanding Strategic Planning in Health Care Organizations. [online] Regis College Online. Available at: https://online.regiscollege.edu/blog/understanding-strategic-planning-health-care-organizations/.
- Small Business - Chron.com. (n.d.). What Is an Appendix in a Business Plan? [online] Available at: https://smallbusiness.chron.com/appendix-business-plan-11090.html.
- Madhav, N., Oppenheim, B., Gallivan, M., Prime Mulembakani, Rubin, E. and Wolfe, N. (2017). Pandemics: Risks, Impacts, and Mitigation. Nih.gov. [online] Available at: https://www.ncbi.nlm.nih.gov/books/NBK525302/#pt5.ch17.ref-list1.cit133.

METROPOLITAN
SCHOOL OF BUSINESS AND MANAGEMENT UK

Thank you.