

STRATEGIC MANAGEMENT GUIDANCE IN HEALTH INSTITUTIONS MANAGEMENT: DETERMINATION OF MISSION-VISION-STRATEGY SELCUK UNIVERSITY MEDICAL FACULTY HOSPITAL SAMPLE

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Abstract:As the nature of the services they offer and areas in which they operate health care institutions are always in the process of change. Especially with the impact of technological advances, new techniques are constantly emerging in health care presentation, in parallel to innovation in health care change is also becoming necessary in the way of health care management. On the other hand today, research conducted in hospitals has reached a holistic and administrative size with the understanding that the development of institutions are connected with improvements not only in a sub-unit in all subunits in an integrated way. For a holistic assessment and progress accurate determination of mission-vision statement adopted by all stakeholders and strategies which will serve this purpose is very important.

In this study¹ mission, vision and core strategies have been identified for the strategic management process planning of Selcuk University Medical Faculty Hospital. In this context at first, keywords which are intended to be absolute in the hospital's mission and vision are determined by the focus group discussions with managers and content analysis method. Secondly main strategies that will shape the hospital's future have been identified in the balanced scorecard concept. The focus group interviews and content analysis results are summarized and made some evaluations and suggestions.

Keywords: Strategic Management in Health, Mission-Vision Determination, Strategy Determination

Introduction

In health services, with standing out of strategic management and an service approach creating value, the studies toward maximizing value for all parts in health institutes increasingly gain importance at the present days. These studies are adapted to health sector in the scope of strategic management scope in health institutes in the way of determining mission-vision-strategy and targets, identifying the existing situation, analyzing shareholders in health sector, and calculating concrete indicators such as effectiveness, profitability, and performance, and reporting.

The subject of this study is to determine the mission –mission, and main strategies for Medical Faculty Hospital, Seljuk University. It is considered that this study can make a support to health managers, through the design and application of strategic management process, in shaping the future of management in health institutes.

Theoretical Framework: Importance of Strategic Management in Health Institutes

Quality, whose important increases, as an instrument of providing the competition and advantage, has become obligation today. Businesses wanting to increase quality should first of all gain ability to be able to respond in time and at the expected level to the desires and expectations of customers Awareness increasing on this issue, as in many sectors, also in health sector, led the importance of measuring service quality to use (Gökbel, 2014.)

Today, with the effect of factors such as population increase, gradually aging of population, and negativities in nourishing habits, health problems and, in parallel with this, the expenditures of health institutes increase and this also forces the countries about lowering costs. The expectations of patients from health institutes and competition between institutes presenting health services increase every passing days. All of these developments make obligatory to measure and raise the service quality provided, to provide the quality and service with the most convenient cost, and to utilize the suitable models in this

¹ This study is taken from the doctoral thesis work (it's name is "Strategic Performance Management in Healthcare Institutions: A Model Proposal for Selcuk University Medical Faculty Hospital) that is still ongoing.

process. All of these development in health area and continuously changing structure of sector face health managers with strategic management techniques.

The basis of today's health approach consists of the target that health businesses are managed with the elements of strategic management and planning, and maximum effectiveness is obtained from this process. In addition, it also becomes effective on the development of Turkish Health System, and increase of reliabilities of the people receiving service from these businesses to the institutes

For enabling health institutes to be managed in the scope of increasing the efficiency of health institutes in managerial meaning and institutional management principles, several changes were made in the scope of reform and, especially with integration of strategic management models to health institutes, it was provided that health institutes are managed more efficiently and effectively at the present days, compared to past (Şeremet, 2013:40).

The way of increasing the efficiency and performance in health management pass through acting in compatible with the principles of strategic management. According to this, in health institutes, instead of making short termed decisions, long termed planning toward future has become obligatory.

Strategic management system, providing the rapidity and flexibility in the changing competition environment, increases the efficiency of the decision made. Thanks to this, top level managers reach the ability to make effective decisions toward future. Thus, they can become stronger compared to their competitors.

Strategy, in terms of an organization, can be defined as the movements and approaches determined earlier. Strategy is related to differentiating the business from their competitors. Beyond that the business is better in the work it carried out, this is that it is different from the others.

In fact, it can be said that strategy is the continuously updated form of vision under the internal and external conditions. From this aspect, strategy is the whole of the decisions and acting styles, on which the managers undertake responsibility to succeed the performance that is at top level and the most effective (Özer,2009)

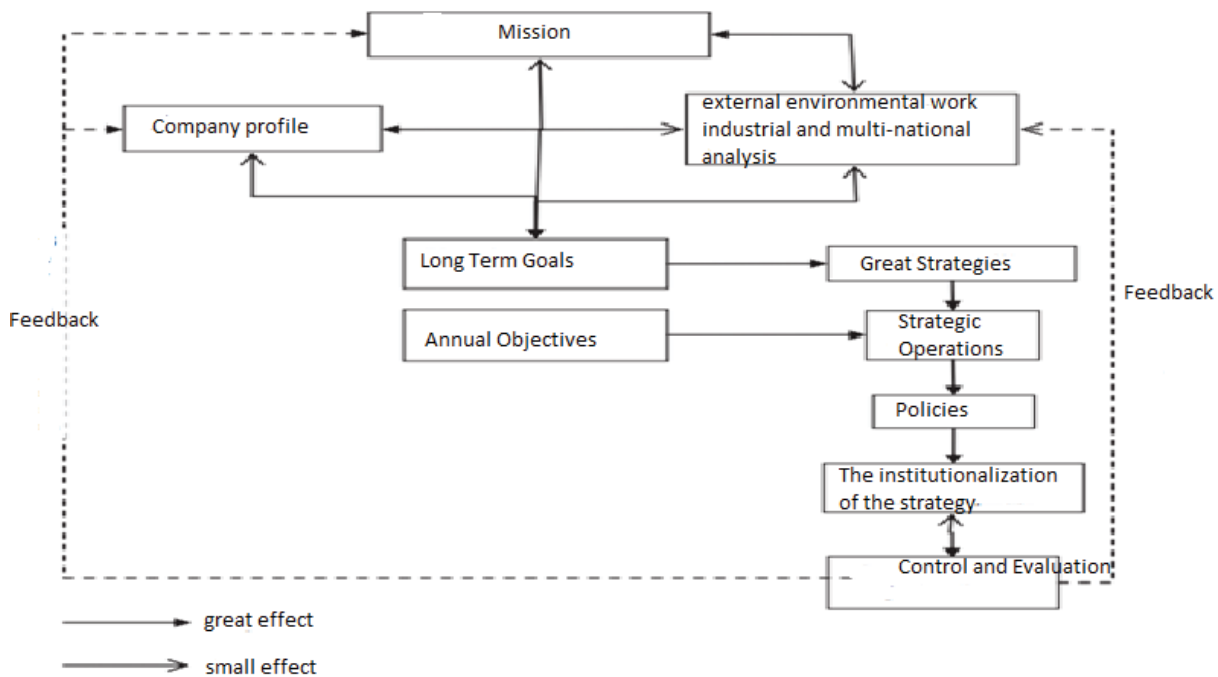


Figure 1: Strategic Management Model (Pearce, Robinson, 1991:12)

In businesses, strategic management process consists of the main stages such as case study (SWOT Analysis), determination of institutional vision, organizational policy, aim, target, and strategies. In Figure 1, the relationships between the strategic management process and stages for a business are summarized. In this context, for Medical Faculty Hospital, Seljuk University, being in active in health sector and one of the important health resources of region, applications including forward strategic planning are highly important. In this study, mission –vision and strategies, which will enable hospital to operate more efficiently and effectively and give direction to the future of hospital, were attempted to be identified, according to the views of the managers and specialists.

Methodology

Method of the Study and Sample

The universe of study consists of all hospitals taking place in Turkey. However, Medical Faculty Hospital, Seljuk University, is the sample area of the study. The processes of strategic management design on Medical Faculty Hospital, Seljuk University, were carried out by the method of content analysis. Method of content analysis is, in literature, a preferable method for applications of strategic management in both health institutes and other institutes. In this scope, the data obtained by means of survey method, were subjected to analysis, with the method of content analysis, by the specialists.

Medical Faculty Hospital, Seljuk University, is basically an hospital having the medical and administrative sections. In hospital, health services are carried out with 10 main scientific branch under Basic Medical Sciences, 19 main scientific branches under Internal Medical Sciences, and 13 scientific branch under Surgical Medical Science. In addition, for carrying out the health services provided to be carried out in high quality and without problems, in hospital, 17 administrative units are continuing their activities. Educational unit, quality management unit, statistics unit, and public relations unit being in active in the administrative part emphasize that with their activities, presenting high quality service, and enabling this service to continue with continuous improvements are important for managers.

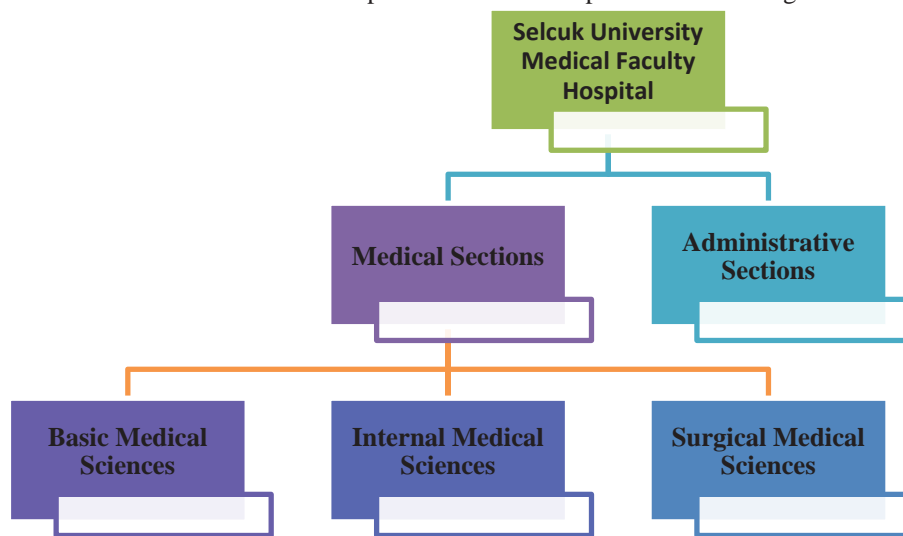


Figure 2: Systemic Structure of Medical Faculty Hospital, Seljuk University ,

In the scope of the study, the people in the position of manager, who serve in Medical Faculty Hospital, Seljuk University since its founding, trained in their domains, and in directly relationship with the managerial processes, were identified. In order to carry out the survey, total 30 managers were identified, who are appropriate for the desired conditions. But, because 2 of 30 managers identified were in holiday in the application period of survey, data were collected by means of face to face interview with 28 managers. The interviews with managers were carried out face to face by getting an appointment earlier between the dates of June 1-15, 2015. Some explanations, in written text and verbally were made to the managers at the beginning of interview about the aim of study, content of interview, and main heading to be interviewed (vision-mission -strategy). The managers, stage of the first the interview, are asked for specifying, taking into consideration the position they have, their activities, existing structure of hospital, the vision and mission definitions, and expressions they consider that they should be absolutely in the vision and mission declaration. In the second stage of interview, the managers are asked what the managerial strategies should be, which will take the hospital to the future they target, taking into consideration the vision and mission expressions they identify.

The data obtained at the end of interviews were subjected to the content analysis by 3 academics studying on the domain of strategic management and health institutes management. First of all, the specialists examined the expressions of vision and mission and the expressions were coded according to the main headings determined. Then, calculating the frequencies of use of each code in expressions, the main codes forming the expressions of vision and mission were put in order according to their priorities. Specialists, secondly, considered the strategies and, grouping each strategy, suggested by the managers, according to their subjects, brought together the similar strategies and, the main strategies for hospital were determined. While the main strategies are grouped, the dimensions of balanced scorecard were taken into consideration, which is of the actual headings, and provides an holistic approach to the

managerial processes. In this scope, strategies were individually determined for the customer (patient and staff) dimension, financial dimension, learning/developing dimension, and internal processes

Results

Results of Content Analysis of Mission-Vision Declaration

Hospital, Seljuk University (S:U), the main codes that will form the expressions of vision and mission, which were determined by means of the method of content analysis, were shown in Figure 2.

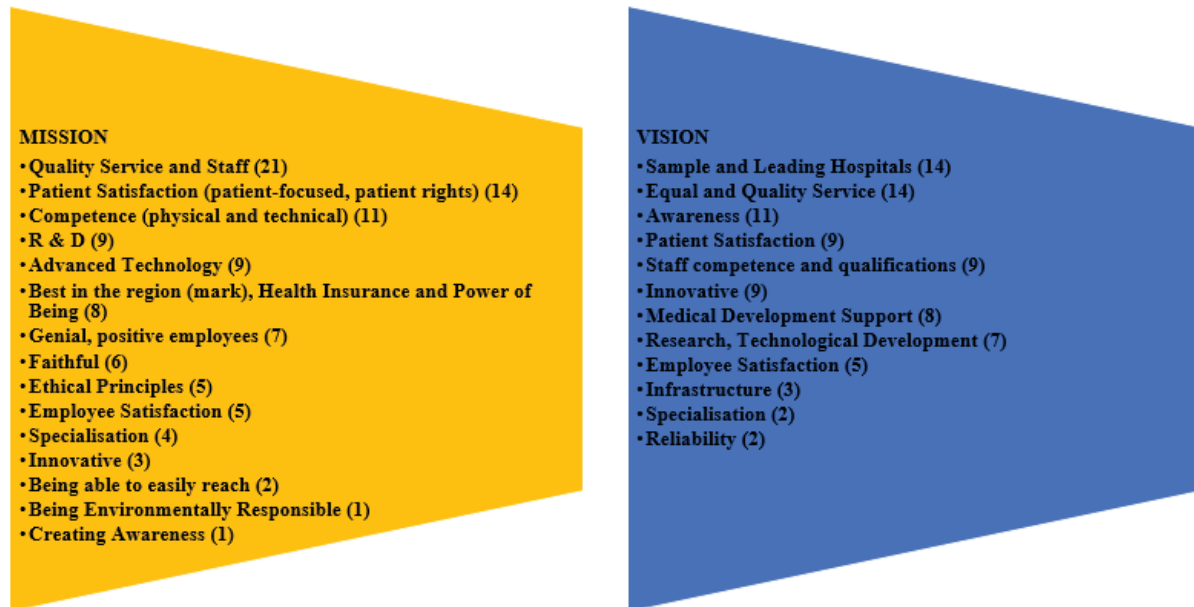


Figure 3: Mission- Vision Main Codes

Note: The values within parentheses show the frequency to be mentioned in the relevant female surveys

According to Figure 2, in the expression of mission of S.U. Medical Faculty, there are 15 subjects, considered that they should be existent by the managers. Of these codes, high quality service and high quality staff were suggested by 75% of participants; providing patient satisfaction (being patient oriented, protecting patient rights) by 50%; and fullness of the physical and technical competency of the hospital by 39.3%. However, R&D studies, use of advanced technology, that the region has health security, that there are good-humored and positive staff, being trustable, having the ethical principle, and caring employee satisfaction are of the other headings that stand out.

According to Figure 2, in the expression of vision of S.U. Medical Faculty, there are 12 subjects, considered that they should be existent by the managers. Of these codes, becoming pioneer hospital were suggested by 50% of participants; presenting the equal and high quality service by 50%; and that the hospital is known, by 39.3%. However, becoming dominant patient satisfaction, that the staff is competent and qualified, becoming innovative, supporting the medical development, caring the activities of research and technological development, and providing employee satisfaction are of the other headings that stand out.

Determination of strategies according to the dimensions of Balanced Scorecard

According to the interviews carried out with the managers of S.U. Medical Faculty Hospital, the main strategies determined by means of method of content analysis according to the four basic dimensions of balanced scorecard are shown from Table 1 through Table 5.

In S.U. Medical Faculty Hospital, there are two parts as that presenting service and that receiving service in providing health service: The patients qualified as external customer receiving health service and staff qualified as internal customer presenting health service. In this context, in the scope of customer dimension of balanced scorecard, strategies were discussed in two sections toward patient and staff.

Table 1: Strategies for dimension customer of patients

CUSTOMER DIMENSION	
PATIENT	
1	To prioritize patient and patient relative satisfaction and take actions increasing satisfaction
2	To employ staff having the ability to make dialogue according to the psychological state of patient and patient relative and enable the relationship of patient-physician at the top level
3	To prioritize the needs for patient in the presentation of service
4	To provide the security of patient
5	Among alternative health providers, for the procedures of diagnosis and treatment, to take in the first order of ordering of patients
6	To increase the number of patient and patient relatives, to whom qualified service is presented
7	To present high quality health service, which the patients can easily reach, and continues for 24 hours without interruption

According to the results in Table 1, in the direction of content analyses carried out and the views of specialists, 7 main strategies toward patients were set. In these strategies, generally the subjects such as providing satisfaction of the patient and patient relatives; making a strong positive relationship between patients and relatives; presenting high quality service the people will prefer in prioritized way, and etc. stand out.

Table 2: Strategies For Dimension Customer Of Staff

STAFF	
1	To employ enough number of health provider, who can apply quality standards and increase the number of employees
2	To prioritize staff satisfaction and take actions increasing satisfaction
3	To have physicians, nurses, and auxiliary staff, who make good communication from psychosocial aspect, whose social aspect are strong, who has empathy ability, and who are respectful for ethical values.
4	To employ enough number of professional, academic, and administrative staff, who are qualified, talent, self-sacrificing, foresighted who makes his job by enjoying,
5	To provide staff to trust the institute and increase the safety of employees
6	To have managers, who have high knowledge and skills about hospital management, health management, and administrative issues
7	To enhance the communication power of staff working in the unites (particularly information desk, patient rights, and policlinic secretaries) directly making communication with patients

According to the results in Table 2, in the direction of content analyses carried out and the views of specialists, 7 main strategies toward staff were set. In these strategies, generally the subjects such as providing satisfaction of the staff and patient relatives; employment of qualified staff, providing the institutional engagement of staff, and etc. stand out.

Table 3: Financial Dimension Strategies

<i>FINANCIAL DIMENSION</i>	
1	With the fiscal actions such as reducing insurance deduction, to be able to make the sufficient amount of extra payment
2	With a long termed and realist viewpoint, to prepare hospital budget in the direction of aims and targets
3	To make allocations of resources according to ordering of importance and priority
4	To provide a satisfying financial support, which will be return of working in all subjects such as wage of overtime, for staff
5	To provide social and monetary possibilities enhancing the institutional belonging of employees
6	To provide uninterrupted extra financial support and financial discipline
7	With moving from the importance of using the latest health technologies, to increase the financial resources, allocated for technological investment
8	To plan the resource distribution in the scope of the responsibility of unites for baing able to account and institutional management principles.

According to the results in Table 3, in the direction of content analyses carried out and the views of specialists, 8 main strategies toward financial issues of hospital were set. In these strategies, generally the subjects such as taking actions increasing the income of hospital; providing the satisfaction of staff on the financial issues; and planning the resource allocation and budgetary fairly and according to aims and etc. stand out.

Table 4: Stategies on the dimension learning development

<i>LEARNING DEVELOPMENT DIMENSION</i>	
1	To develop the educational and research possibilities that are suitable for the quality and needs of staff from every stage
2	To provide continuity in education of staff and increase in-service education applications
3	Following the developments and innovations in the science and technology, to implement at the top level in all processes in hospital
4	For a high quality and good-humored service, to train the health providers and form the employee awareness and institutional culture related to the way they do work
5	To use a technological infrastructure in presenting health services, which is new and in compatible with the technical sufficiency of the hospital
6	To shape the presentation of health services in consciousness of learning organization
7	To support their employees for them to follow the national and international developments and innovations occurring in their areas and to become pioneer
8	Especially providing coordination with the other famous hospitals presenting service in the close geographical region and/or having a certain specialty area, to arrange training and cooperation programs for administrative and academic staff
9	Considering the needs for patient, patient relative, and staff, to design and strengthen the technical and physical infrastructure of hospital,

According to the results in Table 4, in the direction of content analyses carried out and the views of specialists, 9 main strategies toward learning and development of hospital were set. In these strategies, generally the subjects such as giving importance to in-service education; subjecting the staff to the continuous education; following the technological innovations in the presentation of health services, applying them to the services; according to the need of hospital shareholders, forming the technical, and physical infrastructure, and etc. stand out.

Table 5 Strategies of the dimension internal processes

INTERNAL PROCESSES DIMENSION	
1	To establish units, regarding the missing sub-branches that will provide differentiation from the other health providers in the areas such as trauma, transplantation, and ambition units
2	Determining quality standards, in accordance with the legislation of Health Ministry and the requirements, to enable all units to work in this direction
3	To develop the infrastructure that will present the equipped health services, which are high quality and modern, which have ethical values, and equipped
4	To become an institutionalized health agency realizing coordination between units and main scientific branches and teamwork with high cooperation
5	To take actions to improve the operational indicators such as occupancy rate of hospital, hospitalization duration, and occupancy rate of bed
6	Following the leading health institutes of the world, which are specialist in their areas in the national and international scale, whose reliability and familiarity are high, to make administrative and academic cooperation with these institutes
7	To take actions to shorten the times of examination, results, and appointment
8	To give service in international standards on the services of diagnosis and treatment.
9	To form a renewable organization scheme that is in compatible with the managerial requirement of age
10	To make the resource allocation to the ordering of priority
11	To continuously renew the medical device park according to the need and global technological developments
12	In the strategical processes such as management, promotion, and performance, to receive support from the professional people and institutes
13	to complete the deficiencies of physical infrastructure in the short time
14	To develop hotel management service, indispensable part of presenting the health service, according to the needs of patients and patient relatives

According to the results in Table 5, in the direction of content analyses carried out and the views of specialists, 14 main strategies toward internal processes of hospital were set. In these strategies, generally the subjects such as strengthening the infrastructure of hospital according to actual developments and increasing the equipment; eliminating the deficiencies toward the areas, where the hospital is weak; taking actions increasing performance, improving the operational indicators, and providing the satisfaction and quality, and etc. stand out.

Conclusion and Discussion

Strategic management applications in health institutes is one of important issues of the last 20 years. Health institutes, with the effect of both financial and legal institutes and the changing needs, should realize the applications of strategic management.

Strategic management is a managerial techniques, used in making decisions toward future. In a business, the aim of top management is to increase the performance of organization in the future and raise the profitability and effectiveness. When regarded from this viewpoint, strategic management is an issue concerning the top management.

In their studies and decisions of strategic management, businesses are obliged to evaluate both their internal environments and external environments. In the stage of applying the managerial technique, which enables to plan, organize, coordinate, apply, and control the activities related to the future, there are different alternatives in front of businesses.

In this study, as a result of content analyses of data obtained at the end of focus group interview, one of these alternatives, and of evaluation of them according to the views of specialists, the issues forming the vision and mission of S.U. Medical Faculty Hospital and strategies for hospital from 4 different aspects, as financial, learning, development, and internal process, were determined. According to this, there are 15 subjects, considered to be included in the mission declaration of hospital. Among these subjects, presenting service and employing qualified staff stand out as the subject given importance the most stands out. On the other hand, there are 12 subjects considered to take place in the mission declaration of hospital. Among these subjects, becoming a sample and pioneer hospital in the region, and presenting high quality service as the subject given importance the most stands out. After determining

the general roof of vision and mission declarations of hospital, the strategies that will serve this aim were attempted to be identified . The views of managers were grouped according to their contents were collected under the four main headings as the issues regarding the patient and staff, financial issues, issues toward learning and development, and issues related to the internal processes. The managers set 7 main strategies toward the issues that will serve the future of hospital; 7, toward staff; 8, toward financial issues; 9, learning and development; and 14, toward internal processes. Considering the general features and future, of health sector, the strategies that are human oriented, increase the satisfaction and quality, and are based on the change and effectiveness were set.

At the end of this study, hospital managers found the possibility to achieve the information to support the process of making decision in the managerial decisions; and to be able to give direction to the future of hospital. For the next studies, carrying out the studies complementing the strategic management process such as making SWOT analysis of hospital in detail, measuring the service quality, and forming the balanced scorecard are suggested.

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