

**CAPSTONE : HOSPITAL STRATEGIC MANAGEMENT AND
PLANNING (ASSESSMENT 2 INDIVIDUAL ASSIGNMENT I)**

Executive Summary

Strategic management and planning can enhance services and care delivery treatments of healthcare organisation with having an effective development and growth. On the other hand, an organisation needs to consider its mission and vision in terms of strategizing planning and managing the operation.

This report illustrates the strategic management of Mafraq Hospital, based in Abu Dhabi of UAE, in relation to its services. In addition to that, this report describes different environmental elements and factors of hospital along with the available services and other functional areas. On other hand, this report demonstrates different strategic planning of Mafraq Hospital in relation to its outcome in future. Organisational environmental factors in relation to its impact on entity are discussed in the report.

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Introduction

Strategic planning in an organisation provides an insight into the employees along with other stakeholders to identify and understand long-term goals and purpose of entity. This study demonstrates the elements environment of Mafraq Hospital, a healthcare organisation, based in Abu Dhabi. In addition to that, different influential environmental factors are described in the study, which might influence Mafraq hospital in future.

1. Description of hospital brief

Mafraq Hospital is one of the leading healthcare organisations of Abu Dhabi, which was established in 1983 by Ministry of Health department of Abu Dhabi (Mafraq Hospital, 2018). The hospital is managed under HAAD regulations by SEHA.



Figure 1: Mafraq Hospital

(Source: Mafraq Hospital, 2018)

Governance hierarchy in Mafraq hospital is basically underpinned in GSEC. GSEC is the local government of Abu Dhabi, which includes SEHA and DoH. Mafraq Hospital is operated under SEHA (SEHA, 2018).



Figure 2: Governance of Mafraq Hospital

(Source: Mafraq Hospital, 2018)

Mafraq provides different services to the public, which includes obstetrics, surgical, critical care, pediatrics and medicine. In addition to that, Mafraq Hospital has an approximate of 2999 health care professional, with providing about 451 treatment institution of bed referral (Mafraq, 2018).

Employees

Mafraq has 103 resident employees, 3000 physicians, 1029 nurses, 406 admin staffs, 15 interns and with HR employees of 75 and 710 service workers of contract.

On the other hand, Mafraq Hospital delivers services with collaborating to its different stakeholders, which includes:

Key Stakeholders

Key stakeholders of Mafraq includes HAAD, SEHA, patients, partners, suppliers, waste management centre of Abu Dhabi, contractors, government organisations and others.

External Stakeholders

Mafraq delivers its services to the external stakeholders, which include, families of patient, customers, embassies, students, visitors, services of home care and others.

Internal Stakeholders

FTEs and outsourced employees are the internal stakeholders of Mafraq

Society

Potential customers, surrounding society, regional community, media and local press are the stakeholders of society.

Major competitors of Mafraq Hospital are the private healthcare organisations of Abu Dhabi. Burjeel Hospital, Universal Hospital and others are the major competitors as private health care organisations of Mafraq hospital in Abu Dhabi.

Technology

In terms of technology, Mafraq Hospital provides IT services access the free internet along with facility of browsing to the customers. Moreover, an approximate of 2700 employees of Mafraq is provided with the service of information technology (Mafraq, 2018). In terms of clinical technology advanced equipments of clinic along with technology of laboratory radiology and others.

2. Strategic plan and its outcome in 5 years

In the opinion of Tsai *et al.* (2015), proper strategic planning in an organisation helps an entity to set priorities, strengthen the operations along with enhancing a common goal for all the employees and stakeholders of the organisation. Strategic planning of Mafraq helps them to direct and make decision, based on their common goals and objectives collaborating along with its vision, mission and purpose of organisation.

“Mafraq Ambassadors- We Care”

Mafraq Hospital, strategies planning for delivering excellence in services of hospital, which can help the customers to gain excellent customer services with quality care and treatment through approaching “Mafraq Ambassadors- We Care” (Mafraq, 2018). The strategic planning of “We Care” approach of Mafraq helps to enjoy quality services and treatment to the customers and other service users. The employees and staffs of Mafraq are trained by the experts in terms of delivering quality customer service facilities. Through delivering the customer care services with providing training to the employees, customers are gained with quality healthcare services along with incorporating integrity in caring environment. Through “we Care” approach, Mafraq aims to make their 2999 employees as a customer service ambassador.

The approach of Mafraq in terms of customer service ambassador, through proper training and service delivery to the customers, the organisation will gain a high customer satisfaction in terms of healthcare facilities. On the other hand, according to Bosch (2017), providing training to the healthcare organisation can help to enhance quality of care delivery along with enhancing health

of service users. In relation to the output of Mafraq as providing customer service ambassador, Mafraq in next five years can earn a high revenue generation along with accomplishing its vision towards establishing healthcare services with high quality and considering safety standards. In addition to that, with gaining of customer satisfaction, Mafraq can also accomplish its mission of transforming its healthcare organisation with having highest quality of medical and providing care delivery to service users with international standards.

Emiratisation and opening of new branch

Apart from that, Mafraq has approached a new strategic planning of incorporating Emiratisation approach in the healthcare system (Mafraq, 2018). Emiratisation approach in Mafraq provided opportunity to the citizens of UAE to be employed in the organisation. As per the report of Mafraq, it has been found that, most of the healthcare professions in Mafraq are highly qualified and are from different countries, such as UK, India and Philippines. Mafraq thus approached the strategic planning of incorporation of Emiratisation in order to provide opportunities for the citizens of UAE, in terms of employment in Mafraq Hospital. Emiratisation approach with opening of new Mafraq Hospital branch can help the organisation in next five years to accomplish its goal to serve more numbers of customers with quality care and treatment. On the other hand, Mafraq can also gain highly skilled healthcare professionals from UAE itself through the policy of Emiratisation. In addition to that, one of the major advantages, which can be gained by Mafraq in next five years through approaching the concerned strategic planning, is to accomplish its vision statement of being recognized as a healthcare organisation, which provides option of different choices for physicians, patients and employees of organisation (Mafraq, 2018). KPI tools can be approached in order to measure the effective outcomes of strategic planning of Mafraq, such as customer survey, satisfaction level and others.

3. Influential factors affecting hospital in future

In the view of Ginter *et al.* (2018), delivery of proper services and care treatment by the healthcare organizations can help the organisation to develop in an effective manner. However, on the other hand, different factors of healthcare environment can influence and affect the healthcare entities in both positive and negative manner. The factors which might influence Mafraq are:

Training to staffs

Training of the employees and staffs of Mafraq can help to deliver effective treatment delivery along with care services to the service users. In addition to that, as McTaggart *et al.* (2017), has commented that, training to the employees of an organisation helps to gain core knowledge, concepts and working mechanism of service delivery, which incorporates with the demands and needs of the service users. In addition to that, gaining of knowledge through training can be applied to the service delivery by the staffs of healthcare to the service users and thus can enhance the quality of health care treatment along with gaining of satisfaction of service users.

Technological advancements

Technological advancements in healthcare systems, needs to be incorporate in both clinical as well as strategic term (Lee *et al.* 2015).

Clinical technology

In terms of clinical technology, approach of medical equipments along with different advanced surgical technologies can help to provide more qualitative and advanced treatment to the service users. On the other hand, Mafraq has incorporated clinical advanced technologies in laboratory, radiology and surgical functions, which helps them to gain reliable and effective outcomes in terms of care delivery to the service users.

Administrative technology

On the other hand, administrative technological advancements are also approached by Mafraq, where the employees can access internet services, in order to gain knowledge. Apart from that, according to Othman *et al.* (2015), technological advancements in administration can help to communicate both externally and internally to the organisation. In terms of Mafraq, using the knowledge management approach, it communicates externally through website, media tools, such as social media. On the other hand, internal communication is done through emails, intranet portals and others. Moreover, operations of hospital are also done accurately through having analysis with live dashboards, OCC and other analytic tools.

Legal and ethical requirements

In terms of healthcare organisation, maintaining legal requirements plays a crucial role in influencing the organisation itself. In the opinion of Zuckerman (2014), in a healthcare organisation, ethics of service users might contradict with legal terms of the organisation in different cases. Euthanasia, as for an example can be ethically demanded by the service users and family of service users. However, based on a report, Euthanasia is banned in accordance to the

UAE legal laws and thus can contradict with the legal requirements (Gulf News, 2018). Such cases in Mafraq might dissatisfy the service users and might influence customer service of organisation.

Financial factors

Financial factors, in terms of service cost of healthcare organisation can influence the customers which can directly impact on the organisation. In the view of O'Halloran *et al.* (2015), expensive treatment costs cannot be afforded by the service users with low financial status. Therefore, high cost of Mafraq might not satisfy the service users of Mafraq, where chances of shifting of service users to rivals might be there and thus can affect on the numbers of customers and revenue generation of organisation.

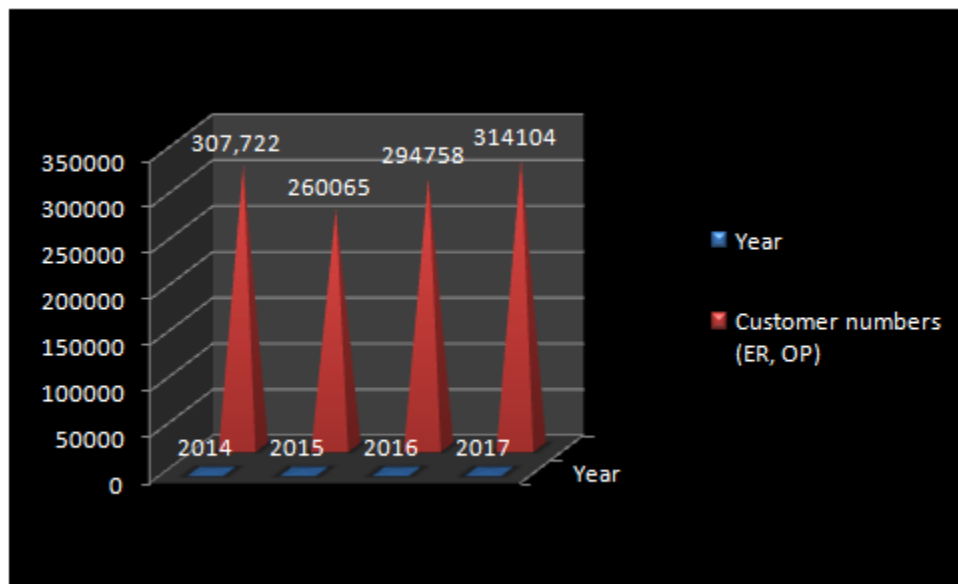


Figure 3: Customer numbers of Mafraq

(Source: Mafraq, 2018)

However, Mafraq provides affordable services along with free treatment in accordance to different situations, which helps them to have a positive image and thus high customer satisfaction along with increasing customer numbers (Mafraq, 2018).

Conclusion

From the study, it can be concluded that an effective strategic planning of a healthcare organisation can enhance the growth of organisation. On the other hand, strategic planning needs to be incorporated with considering the vision, mission, aim and purpose of organisation. In addition to that, while planning the strategies, in order to measure its effectiveness over time,

different KPI tools can be used. On the other hand, healthcare environmental factors might influence growth and development of organisation, which needs to be managed properly.

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