

# Strategic Management in Healthcare Administration: Enhancing Engagement, Behavioral Metrics, and Clinical Performance

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## ABSTRACT

The ultimate objective of competent strategic management in the healthcare administration is to improve both the performance of the business and the outcomes for affected patients. The purpose of this project is to evaluate the potential application of strategic management ideas to hospital administration in order to improve clinical performance, behavioral metrics, and staff engagement. Researching the most recent literature and doing case study analysis are the two methods that are utilized in this study to identify essential approaches that match organizational goals with operational practices. According to the findings of the study, fostering a culture of involvement is very important for enhancing the level of pleasure and productivity experienced by healthcare workers in their place of employment. It is possible for focused interventions and leadership styles that encourage engagement to have a favorable impact on behavior metrics such as adherence to protocols and teamwork. In addition, the study investigates the role that strategic management plays in improving clinical performance, with a particular focus on the effectiveness of treatment, the quality of care provided, and the results for patients. The findings indicate that a strategic management strategy that places an emphasis on open communication, common objectives, and continual feedback has the potential to provide significant improvements in both the level of clinical performance and the level of staff engagement. Through the discovery of best practices for integrating strategic management frameworks, the study has the potential to improve both the delivery of healthcare and the outcomes for patients.

**Keywords:** Effective strategic management, healthcare, employee engagement, behavioral metrics.

## INTRODUCTION

In the course of their work, managers of healthcare facilities and hospitals are subjected to ongoing change. Because new policies or viruses have the potential to disrupt the operations of an organization in the healthcare business, strategic management in the healthcare industry is of the utmost importance.

In order for a firm to achieve its objectives, it must first identify its long-term vision through the process of strategic planning. By outlining the organization's goals, vision, and mission, a strategic plan assists healthcare companies in maintaining management's responsibilities in a manner that is plain, quantifiable, and attainable. Additionally, the strategic management team of a healthcare business has the ability to guarantee that all of the personnel are in agreement with the firm's goals.

Administration in the healthcare industry develops a plan for their organization so that everyone can profit from it. An individual who is interested in pursuing a career in health care administration may find that obtaining a Master of Health Administration (MHA) degree is one of the educational options obtainable to them.

### Strategy Types and Levels

For the purpose of streamlining the day-to-day operations of an organization, an effective strategy integrates the understanding and capabilities of the people of the company with the assets that are already in place. Strategies that are both prospective and emergent are both viable options.

- For the purpose of making plans for the future, it is important to keep in mind that the healthcare industry as a whole will be confronted with a number of challenges. To a greater extent than they are preoccupied with the here and now, these strategies are focused on the future. In order to be successful, prospective approaches need to be pliable and adaptable. This is because they are based on the future, which is utterly unexpected.
- A new strategy takes into consideration both recent and historical facts in order to arrive at well-informed conclusions for the future. Taking into consideration elements such as market volatility, alterations in health care, and competitiveness are all aspects that are included in this type of approach. Major fluctuations in market value can occur as a consequence of a variety of factors, including the implementation of new

healthcare legislation or the occurrence of a pandemic. This information can be utilized by those who hold leadership positions in the field of public health in order to prepare for probable future situations in which that could occur.

### Levels of Strategic Planning

The implementation of strategic management can be beneficial to any one of the three levels of a healthcare organization.

- All of the stakeholders, the executives, and the board of directors are all involved in the planning process for the corporation. At the corporate level, a corporation will choose its long-term goals and the strategic priorities that it will prioritize.
- Business planning is something that is included in the administration of a healthcare organization. It outlines the actions that workers and managers can do to contribute to the accomplishment of company-wide goals and specifies the measures that they can take.
- The links between the clinician and the patient are at the core of functional planning. Production, marketing, and research are all components of functional level strategic planning. Additionally, services that are offered to patients and clients are included in this category.

### Objectives

1. To enhance worker engagement in healthcare environments
2. To utilize behavioral metrics to maximize clinical performance

### Specifying the plan's objectives, vision, and mission

In order to initiate a change in strategy, it is essential to first define the purpose of the organization, as well as its long-term and short-term goals. It is the "mission" statement of an organization that articulates its one-of-a-kind reason for existing. While the organization is working to fulfill its mission, it also strives to accomplish its vision, which is a reflection of the objectives that its leaders have established. Strategic goals are the broad, long-term objectives that an organization sets out to attain in order to fulfill its purpose. There are many different types of strategic goals.[1-4] Over the course of its history, the mission of GVM's cardiovascular initiatives has been to "improve the health and well-being of patients through effective approaches to the diagnosis and treatment of cardiovascular diseases and their prevention mediated by innovative clinical research." The plan to become a high-value healthcare organization is comprised of five components: (i) the establishment of a corporate structure for cardiovascular patients that incorporates new clinical governance rules; (ii) the utilization of work volume and performance as a single metric to drive change; (iii) the incorporation of clinical research into clinical procedures and the enhancement of innovation in clinical processes; (iv) the development of more advanced information technology platforms; and (v) the expansion of geographic networking. [5](Figure 1).



**Figure 1**The agenda for GVM values

The process of developing a vision for an organization is frequently referred to as "path-finding" by a widespread number of individuals. The pathfinder is responsible for providing guidance, determining the most effective long-term

courses of action for the organization, and paving the way for others to be able to follow in their footsteps.[6–10] Visions need to be transformed into plans in order to facilitate the organization's pursuit of excellence and to facilitate the mapping out of the future. The following factors need to be taken into consideration:

1. Determine the major objectives, which may include supporting, expanding, or eliminating sectors;
2. Conduct an analysis of the external setting, which may include rivals, location, demography, network as well as international linkages.
3. Carry out an examination of the internal context, which should include the expertise of the team, mindset, attitude, structure, organization, production quantity and quality, and process monitoring.
4. Teamwork, performance improvement, patient referrals, creative techniques, inpatient clinics, clinical research, and European presence and competitiveness are some of the strategic goals that have been established.

### Organizational culture

"Organizational culture" needs to undergo a change in order for the plan to be implemented. Changing cultural norms is frequently a crucial step for healthcare systems to take in order to accomplish their objectives, despite the fact that it may be difficult to do so. The collective mind of an organization is what determines how its members behave; it may be based on shared values, goals, and standards of conduct. Culture is the collective mind of an organization. Assumptions such as a common understanding of "who we are" and "what we are trying to accomplish" were crucial in the formation of the GVM organization from the bottom up. Our mutual notion of "GVM doing things" was one of the principles that we held in common. GVM has established a new organizational structure[11–20] (Figure 2) in order to better execute the overall strategy. This change in organizational structure is occurring concurrently with the company's cultural transition.



**Figure 2**GVM's organizational structure.

### Clinical program, output, and documentation to promote development

Care that is centered on the patient will be supported by larger and more integrated systems in the future, and many surgeries that were formerly performed in inpatient settings will be moved to outpatient or home settings. Not only that, but hospitals and medical professionals will need to reevaluate their relationship with one another.[21–32] GVM has established guidelines for a strategic plan that prioritizes medically excellent procedures, innovative techniques, participation in international networks, and scientific publications. This is in light of the fact that the most significant factor contributing to rising costs is the fragmentation and disorganization that is caused by the progression of medical technology and improvements in procedures. Together, we shall be able to establish a single language.

It is necessary for the culture of a company to conduct a careful appraisal of value, taking into account both the outcomes and the expenses. As a result, we devised the GVM performance index, which incorporates the most significant metrics for clinical activity, technique, and outcomes that are associated with the single hospital and its immediate vicinity (GVM Area; for additional information, please refer to the geographic network). It is vital to measure a complete set of outcomes in order to better meet the demands of patients. In accordance with the information

presented in Figure 3, the variables (and consequently indices) at each level were categorized into four macro-areas: (i) clinical, (ii) program, (iii) economic, and (iv) reputation-based.



**Figure 3 Indexes of hospital score and GVM area.**

It is important to use the capability of both areas and teams to accomplish the goals that have been established in order to calculate the performance of both the area and the medical team. When using this strategy, it is possible to merge production and performance data into a single matrix in a more straightforward manner. This matrix has become more sensitive and is now able to explain the Group's position and competence in both horizontal (at a given time, across a variety of hospitals) and vertical (at a given moment, within a particular hospital) dimensions. A number of different levels of monitoring have been put into place, including those at the hospital level, the hub-and-spoke level, and the medical team level (which encompasses the entire network within a particular medical area).

In accordance with contemporary regulations, such as the "Balduzzi" statute, a numerical threshold was established for some of the variables that were included in the aforementioned indexes. Meanwhile, in other instances, the threshold was set at a number that was equivalent to or better than the average performance of GVM. In the past, GVM relied on financial incentives; however, these incentives were not sufficient to genuinely inspire doctors to perform to the best of their abilities. As a result of the difficulty in comparing results, we have decided to use cooperation, information exchange, and teamwork as performance metrics.[33–43]

These systematic measures of results and the periodic activity of reporting discoveries using peer pressure have had a favorable impact on a number of significant factors in the cardiovascular sector, which has led to significant improvements in the quality of treatment, outcomes, and costs associated with GVM: When the region indices were taken into consideration, it was clear that there was a discernible improvement across the board. The findings that emerged from the Cardiac Surgery and Cardiology Hospital Score indices were likewise very noteworthy. Specifically, six out of nine hospitals reported an improvement in performance on the Cardiac Surgery index, one showed no change, and only two hospitals demonstrated a fall in score, as a result of external reimbursement restrictions.

1. GVM reversed the downward trend that had been observed over the course of the preceding three years, with a 10% increase in the number of cardiovascular surgical procedures that were performed in the year 2021.
2. In 2021, the average length of hospital stays for heart surgeries decreased by approximately half a day when compared to the same period the previous year;
3. There was a 1% decrease in the mortality rate associated with cardiac surgical procedures during the same time period;
4. Endovascular cardiology experienced an approximately 1% increase in 2021 compared to 2020.

### **Clinical research**

In order to remain competitive, healthcare organizations that operate in domains where culture, technology, and clinical care processes are always evolving are required to participate in scientific research. This is essential for three reasons: first, to keep up with the latest intellectual developments; second, to become a member of an expert community that is able to evaluate new ideas and differentiate between genuine innovations and superficial tweaks; and third, to make a contribution to and be involved in the management of these advancements. When it comes to the long-term plans of

health management, clinical research should not be an afterthought; rather, it should be front and center among the numerous intermediate and distant goals, and it should also be a component of the financial blueprint.

A scientific direction is responsible for overseeing the organization and planning of the scientific activities that are carried out by the GVM network. A clinical research unit is responsible for overseeing the methodology and operations of the studies, including meeting formal requirements set by local institutional review boards, interacting with investigators, and monitoring data quality. This direction is comprised of two units: (i) an informatics unit that manages data collection and database maintenance, and (ii) a clinical research unit that oversees the process of study methodology and operations.

Initially, clinical research platforms often consist of a multitude of databases that are established in each key area of interest for the purpose of meticulously documenting daily activities. These databases are typically organized into subsets that match to specific study protocols. The second step is to construct verified core labs by utilizing the technology that is already available. These labs are used to centrally read cardiovascular function records and intra-vessel imaging in a blinded manner for international clinical trials. The fluid internal and external connections that are made possible by organized internet networking can be beneficial to a variety of events, including meetings, webinars, access to research articles, and other similar activities.

**In the present moment, the GVM group is focused in the following areas:**

- Intraluminal Imaging And Interventional Procedure Technology
- Pathophysiology Of The Vascular Wall (Proteomics, Biomarkers)
- Transcatheter Structural Heart Disease Repair
- Advanced Cardiovascular Surgery
- Cardiac Electrophysiology (Applied In Both Ablation And Repair Procedures)
- Regenerative medicine

### **Geographic network**

GVM is a healthcare delivery business that operates multiple locations and is responsible for overseeing a vast and continuously growing network of hospitals across Italy and around the world. On the other hand, a network that is always changing requires regular and methodical modifications to be made among its nodes in terms of the degree of integration and connections that exist between them. The 'hub-and-spokes' idea has been applied by our business in order to improve values, eliminate fragmentation and duplication of services, and maximize organization. We may be able to expedite patient care by combining high-volume treatments at a limited number of institutions, optimizing the location of diverse clinical approaches, and other things if we outline the functions that each hospital performs in this model.

The hospitals have been separated into four unique zones, each of which is determined by their respective locations. Furthermore, a central location has been established for each region with the intention of functioning as the intrinsic "center-of-gravity" for the network of hospitals that are situated in that particular region. Through "hub-to-hub" connections, the spokes, which are the network of hospitals that comprise the hub, are connected to their primary hub through direct linkages. Additionally, through indirect links, the spokes are connected to other spokes located in other regions. It is important to note, in relation to the area plans, that the Italian healthcare system is extremely "regionalized," both in terms of the administrative organization and the clinical organization.

Last but not least, in order to boost GVM's visibility in Italy and beyond, a marketing and communication effort, together with innovative and creative networking mechanisms such as the GVM Point project, have been designed and put into operation. The establishment of a network of inpatient medical institutions was something that the GVM Point program aimed to accomplish. These clinics typically provide main diagnostic services to their patients. The initial concept, which was based on something similar to franchising, was to combine these clinical studies with pre-operative consultations and planning at GVM clinics with second-level, second-opinion "heavy-machine" options such as MRI, CT, X-ray, and other similar options. Affiliates in the region have the opportunity to improve their own standing by sending difficult cases to GVM facilities, which are renowned for their expertise and great reputation throughout the industry. Even relatively modest inpatient clinics are able to provide patients with practically comprehensive medical care as a result of this capability.

### **Developing an Information Technology Enabler**

The expansion of a solid information technology infrastructure is the central focus of the GVM value strategy. Having a distribution system that is efficient is absolutely necessary for an organization that is multidimensional and interdisciplinary like GVM. The primary focus of the information technology initiative is on a platform that can monitor patients across all services. This platform will make use of a standard data definition and will house all patient



data. The implementation of healthcare information technology has resulted in a reduction in medical errors, an increase in staff efficiency, an improvement in quality, and cost savings. The medical path is accessible to all parties involved as well as all GVM organizations, which simplified the process of referring patients, diagnosing them, treating them, and monitoring the outcomes and costs associated with their care. By utilizing the global data that is available through the GVM network, it will be feasible to improve patient communication, risk management, and an ongoing process of quality assessment and improvement.[5]

## CONCLUSION

As a result of the tremendous rivalry that exists in the modern healthcare business, hospitals and other healthcare institutions are under increasing pressure to improve their quality while simultaneously managing their expenses. The willingness of organizations to undergo transformation in order to better fulfill the expectations of their patients is necessary for them to be able to adapt to this environment that is always changing.

We have provided a comprehensive overview of the GVM organization's experience with reengineering in order to make the delivery of care more patient-centered. The GVM value agenda is constructed on the basis of pillars that mutually support one another. A more precise method of measuring performance has been introduced into the redesigning of the corporate structure (outcomes and expenses), which takes into account the new structure. A patient-centered vision has been improved as a result of the installation of an information technology platform. This has been accomplished by making medical records more accessible to all parties engaged in care, which has led to improvements in cost-effectiveness, quality, and efficiency. In spite of the fact that the GVM is a complicated and multisite healthcare organization, a strategic change has been carried out, which involves the participation of all physicians in the entire hospital network. After a period of 18 months, it is surprising to see that all GVM hospitals have improved when it comes to analyzing cardiovascular outcomes and expenses. [44-47]

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