

Type: Research Paper

Subject: Nursing Leadership Course

Subject area: Nursing

Education Level: Undergraduate/College

Length: 4 pages

Referencing style: APA

Preferred English: US English

Spacing Option: Double

Title: Health Organization Evaluation

Instructions: research a health care organization or network that spans several states within the United States (UnitedHealthcare, Vanguard, Banner Health, etc.). Assess the readiness of the health care organization or network you chose in regard to meeting the health care needs of citizens in the next decade. Prepare a 1,000-1,250 word paper that presents your assessment and proposes a strategic plan to ensure readiness. Include the following: 1. Describe the health care organization or network. 2. Describe the organization's overall readiness based on your findings. 3. Prepare a strategic plan to address issues pertaining to network growth, nurse staffing, resource management, and patient satisfaction. 4. Identify any current or potential issues within the organizational culture and discuss how these issues may affect aspects of the strategic plan. 5. Propose a theory or model that could be used to support implementation of the strategic plan for this organization. Explain why this theory or model is best. Prepare this assignment according to the guidelines found in the APA 7 style guide; this assignment uses a rubric. Please review the rubric prior to beginning the assignment to become familiar with the expectations for successful completion.

Focus:

Structure: -APA 7 required -at least 4 peer-reviewed journal article sources within the last 5 years  
-headings and subheadings are required for each new topic -rubric is attached.

Important notes:

Uploaded files:

NWS1621107709\_Rubric\_Print\_Format (2).xlsx

Sources

**Health Organization Evaluation**

Name

Institutional Affiliation

Course

Instructor

Date



## **Introduction**

Banner Health is a non-profit healthcare organization whose headquarters are located in Phoenix, Arizona, United States. The healthcare organization is among the top most healthcare organizations in the U.S. operating more than 20 healthcare facilities and numerous hospitals in Colorado, Wyoming, Arizona, Nebraska, California, and Nevada. This paper aims to assess Banner Health's preparedness in regard to the health needs of its hosts' citizens in the next 10 years (Kiptoo & Mwirigi, 2014). The paper provides a comprehensive overview of the healthcare organization, a comprehensive strategy to solve issues connected to the company's growth, resource allocation, nurse staffing and client satisfaction. Moreover, the paper will identify and describe the possible internal issues affecting the organization's culture and that might possibly affect the implementation of the strategic plan. Finally, the paper will describe a model or theory that can be used to support effective implementation of the proposed strategic plan for the identified healthcare organization or network.

## **A description of Banner Health**

Banner Health is a non-governmental health organization in the U.S. that is delighted to provide various healthcare services such as family clinics, nursing registry, home care and services related to medical equipment. In addition, the healthcare organization also offers services related emergency and medical services as well as specialized services like delivery of multiple births, rehabilitation services, organ transplants, behavioral healthcare services, and heart care services. As stated by Plunkett (2017), some of the renowned healthcare services provided by Banner Health include heart care, critical care, medical education, cancer treatment, imaging, pediatrics, obstetrics, emergency care, neuroscience, rehabilitation and surgery services (Perrin,

2016). As the leading non-governmental healthcare organization in the U.S. Banner Health continually works to ensure that its members have easy access to medical care to improve their well-being. The organization's goal is to provide the quality healthcare and to prevent unnecessary profit, so that all income raised by Banner Health would be properly invested into hospital beds, medical services, maintenance of existing technology and resources, development of new medical technology and payment for the staff's salaries (Plunkett, 2017).

### **Banner Health's Overall Readiness**

Over the years, Banner Health has been rapidly moving to the adoption of a value-oriented reimbursement model as an attempt to prepare itself to attain the healthcare needs of its members within the next ten years (Perrin, 2016). The new model reward value as opposed to the volume and transferring a significant percentage of monetary and health risks from the members to the providers, thus enabling it to reduce costs, improve in terms of its efficiency and improvement in the quality of healthcare provided. Such programs are adopted by Banner Health are focused on quality, costs, member participation, strategies of population health management and efficiency. The National Academics of Sciences, Engineering and Medicine (2018) articulate that healthcare organizations are making efforts to shift from volume to values-oriented care given that patients are regarded as the most important aspect for these entities. For healthcare organizations like Banner Health, the issue of value-oriented care is triggered by the need to reduce the cost of healthcare, improving its healthcare outcomes and quality (Plunkett, 2017).

The internal and external cost of care in healthcare facilities has increased significantly and they take the largest portion of Medicare and Medicaid expenses. As a result, healthcare

organizations are required to identify ways in which they can deliver timely, reliable, effective, safe and consistent care (Kiptoo & Mwirigi, 2014). Healthcare organizations like Banner Health concentrate much on the population health as an attempt to change the transactional structure of organizations as well as the mentality of receiving more payment due to their efforts to acknowledge the fact that the entity has the obligation to provide quality care to its patients.

### **A Strategic Plan to Address Underlying Issues**

Banner Health appears to have a comprehensive objective that includes strategic growth, client satisfaction, healthcare and resource allocation. Banner Health is aiming to construct additional facilities to meet existing and forthcoming health demands of Consumers as healthcare demands expand. The organization's objective is to build holistic health centers and provide convenient services that patients and family members can access. Different locations are growing substantially and the Banner Health aims to make it easy for its health plan users and patients to obtain treatment when necessary (Perrin, 2016).

Regarding nurse staffing, Banner Health has developed a staffing method aimed at improving the effectiveness of the provision of medical treatment. Banner Health management recognizes the value of nursing staff in organizational operations and improved patient results. Healthcare professionals have always recognized the significance of Banner Health as the foundation of effective patient care, ensures that all patients receive the best care and safe treatment (National Academies of Sciences, Engineering, and Medicine, 2018). A good patient-to-nurse ratio is a primary objective in order to reduce burnout among nurses and undesirable outcomes among patients.

The organization plans to provide patients with strong and unique ways to share their experience in order to enhance patient satisfaction. Telemedicine is utilized by the organization to facilitate patient-physician contact (Kiptoo & Mwirigi, 2014). The use of interpersonal interaction tactics rather than merely technological to increase efficiency promotes patient satisfaction. Banner Health believes that transition of health care, including increased services and greater cost reduction services, through population health management models that boost resource utilization in healthcare facilities, will occur tremendously.

### **Potential issues within organizational culture and their effect on the strategic plan**

As one of the largest non-profit healthcare organizations in the U.S, Banner Health believes that the capacity and sustainability of the organization enables it to fulfill its objective of making it easy for people to access healthcare through leadership. This corporate culture excludes most employees from the reasoning and decision-making process, restricting the execution of a strategic plans (Perrin, 2016). The approach chosen by the organization, with the specific values and principles that all the workers need to respect, is influenced by organizational ethos. This culture affects everyday performance of the organization and may affect what is undesirable or accepted in the organization, based on the business's operating conditions. This means that when Banner Health implements a strategic plan, it is important that the organization includes everyone into the process, so that all employees may participate (Plunkett, 2017). A corporate culture helps substantially to implementing the strategy plan, so that not all employees are involved can result to an unexceptional conclusion.

**A model that could be used to support the implementation of the strategic plan for Banner**

**Health**

The goal-oriented strategic plan technique is the perfect strategy to promote the implementation of the plan at Banner Health. It focuses on the major barriers and prospects faced by the organization. First, the plan team reviews basic organizational principles, objectives and guidance, and then evaluates all aspects of the organization's defects and strengths (National Academies of Sciences, Engineering, and Medicine, 2018). Goals-based strategic planning incorporates a declaration of purpose or goal and then an action plan for achieving the goals. Banner Health will be able to determine its objectives together with the approaches for achieving the objectives and strategic plan, including those tasked with enforcing them and the resources needed, using the goal-based model of strategic planning (Plunkett, 2017).

### **Conclusion**

In order to continue being one of the largest health systems in the US and to deliver quality and cost-effective healthcare services in the future decades, Banner Health has undertaken essential transformations to its strategy. The organization has transitioned from reward compensation to value-based compensation to minimize healthcare expenses while improving health outcomes. The firm has strived to become a leader in the United States' health care market through continued advances in network growth, nurse staffing, patient satisfaction and resource utilization.

## References

- Kiptoo, K., & Mwirigi, F. (2014). Factors That Influence Effective Strategic Planning Process in Organizations. *IOSR Journal of Business and Management*, 16(6): 188-195.
- National Academies of Sciences, Engineering, and Medicine. (2018). Models and Strategies to Integrate Palliative Care Principles into Care for People with Serious Illness: Proceedings of a Workshop.
- Perrin, K. K. M. (2016). Principles of Health Navigation. Jones & Bartlett Publishers.
- Plunkett, J., (2017). *Plunkett's Health Care Industry Almanac 2018: Health Care Industry Market Research, Statistics, Trends and Leading Companies*. Houston, Texas: Plunkett Research, Ltd.