Course Learning Outcomes for Unit V

Upon completion of this unit, students should be able to:

1. Explain the role and relationships among health care mission, vision, values, and strategic goals.
2. Elaborate on why mission, vision, values, and strategic goals are considered “directional strategies” in health care and why the facility’s board of directors has such a crucial role in these strategies.
3. Compose an actual mission, vision, and values statement for your own health care organization or department, or one which you someday hope to lead.
4. Develop at least three actual strategic goals for your own health care organization or department or one which you someday hope to lead.
5. Determine the “critical success factors” for your own health care facility or service or one which you someday hope to lead.

Reading Assignment

Chapter 5:
Directional Strategies

Unit Lesson

Mission Statements

Your assignment for Unit V gives you the opportunity to write your own mission, vision, values, and strategic goal statements for a healthcare facility or program. This is a great opportunity for students who are in training for healthcare leadership roles! When you find yourself in the department director, senior manager, or CEO chair, you will be expected to lead the process of creating such statements for your organization. Therefore, you need to prepare for that responsibility.

While there are several different approaches to creating strong statements, let us consider the criteria that have worked well in many other medical organizations. These also happen to be the criteria utilized by this author in his own facilities. Let us also use the mission statement as our example for this lesson. Vision, values, and strategic goals are all very important as well, but there is something special about the mission, which stands at the top and represents the hospital or clinic to everyone we encounter.

Great Mission Statements

A great mission has the following characteristics:
Let us consider a few great mission statements, regardless of industry, and see what makes them so successful.

**Disney**

"We create happiness by providing the finest in entertainment for people of all ages, everywhere."

WOW! "Create happiness"! What could be more important and more focused for an entertainment company than that?

**Google**

"To make the world’s information universally accessible and useful"

The “world’s information” is presented, not just our city or state and is “universally accessible,” which means for everyone.

**Amazon**

"To build a place where people can come to find and discover anything they might want to buy online"

Amazon helps you “discover” and what do you discover? You discover “anything,” absolutely anything.

**Ford**

"We are a global family with a proud heritage passionately committed to providing personal mobility for people around the world."

Ford does not just provide cars and trucks. They provide “personal mobility for people around the world.”

**Toys ‘R’ Us**

"Our Goal is to be the Worldwide Authority on Kids, Families and Fun."

Toys ‘R’ Us does not just sell toys. Instead, they aspire to be the “worldwide authority” in this area.

So, there are lots of great mission statements here for us to consider as examples.
Healthcare Mission Statements

Now let us look at some great examples for the healthcare world in particular.

Abbott Laboratories

"To improve lives by providing cost-effective health care products and services."

This hits two big aspects of what we hope to do today, "improve lives" and be more "cost-effective."

Community Health Systems

"Community Health Systems (CHS) is known for sound management decisions and a leadership team that sets a company standard of excellence."

CHS owns and manages many small hospitals, and this mission makes sense for them. The small community hospital board of directors realizes that they need experts to help them make "sound decisions" for their hospitals. The expertise often does not exist in smaller communities until CHS places it there.

DaVita Dialysis Centers

"We are becoming the greatest dialysis company the world has ever seen through our commitment to upholding our mission and values every day, in everything we do."

This is the highest of goals certainly: "greatest dialysis company in the world." They also seem to have a clear commitment to living the mission and values!

Tenet Healthcare

"At Tenet, our mission is to help people live happier, healthier lives. As we seek to serve our patients, customers and communities — to provide an exceptional environment for our employees and affiliated physicians and an attractive return to our shareholders — we are guided by our mission and five core values:"

Tenet is also a major hospital player today, and they emphasize here that they serve their patients and provide attractive return for shareholders. Again, notice the emphasis on value.

Universal Health Services

"To provide superior healthcare services that: Patients recommend to families and friends, physicians prefer for their patients, purchasers select for their clients, employees are proud of, and investors seek for long-term results."

This is an example from the for-profit side of health care, which incorporates a strong emphasis on reputation but also a responsibility to their shareholders!

Mayo Clinic

“To inspire hope and contribute to health and well-being by providing the best care to every patient through integrated clinical practice, education and research.”

Here, we see that one of the world's leading facilities considers education and research important enough to mention in the mission, along with patient care.

Cleveland Clinic

“The mission of Cleveland Clinic is to provide better care of the sick, investigation into their problems, and further education of those who serve.”

Again, there is a strong emphasis on research and education as well as patient care.
Woodwinds Hospital (Minnesota)

“Exceeding customers’ expectations through caring and compassionate service is our privilege and our promise.”

This is the smallest hospital in America to make the Top 100 Hospitals List with just 86 beds in rural Minnesota. A small facility can have a powerful mission.

Conclusion

We have provided a lot of examples now and some criteria to help in the writing. It is time for you to write your own statements as you work in Unit V. These are not just mission statements but also vision, values, and strategic goals.

For ideas on vision, values, and goals, you might conduct a web search for some of these leading organizations that we mentioned above. Leading companies almost always display their statements online at their home page.

Project Step 4: Organize Your Key Action Steps Into a Management Action Plan

In Step 4, a decision must be made on the sequencing of your key action steps. For each key action step, what other steps must be completed before that specific action can be taken? Rearrange your key action steps into a sequence of ordered activity. Then look at your plan once again. Are there any ways to simplify the plan further before presenting it? The KISS (keep it simple, stupid) principle definitely applies to MAP presentation. In the run sheet documentation example, you might start with leadership presentation of the problem at a board meeting and at a staff meeting. There you would include the clinical, legal, and financial ramifications, and you might set about improving forms and technology. You then might work on improved orientation and training for all personnel and deal with individual staff performance issues. Deciding whether to give a verbal warning, written warning, or termination is very important, and no caregiver can continue with your agency if he or she will not document accurately.

Suggested Reading

Click here to view a PDF of the Chapter 5 PowerPoint Presentation.