



A Novel Approach for Strategic Management in Medical Care Services

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ABSTRACT:

The integrative approach to strategic management, through the defining of the consensus model, is a brand new idea. The consensus model carries the management standards, organizational behavioural and cultural patterns that shape health services strategic management. Strategic management is the platform from which health services are added and forms its relevant core. Strategic planning is the crucial element of strategic management, because powerful health care delivery calls for that management have enough statistics approximately themselves and their environment, and possesses the managerial capabilities that permit effective strategic planning to arise. The essential components of the strategic planning method are the era and method of strategic alternatives, the evaluation of strategic alternatives, and the likely effect of the proposed decisions on others. Therefore, health service managers require enough know-how of strategy and its management simply so the elements hindering or promoting effectiveness and efficiency in fitness care making plans, implementation and evaluation may be decided. However, there is little settlement on the definition of strategic control and it is believed that this lack of consistency is because of its multi-dimensional and situational nature.

Keywords: - Health service, strategic management, planning, effectiveness, consensus.

1. INTRODUCTION

The integrative technique to strategic management is verified for the duration of this paper. The system via which organizational strategies are developed is encouraged with the aid of numerous factors, consisting of the making plans method undertaken, political, and cultural or enforced desire. Collaboration within the strategic method is a critical element in the development of strategy, as collaboration guarantees that approach is thought and supported by way of the whole enterprise. In a hit groups, senior management use an integrative technique that involves middle managers inside the improvement of the strategic plan, thereby leading to the improvement of special skills in managers that then turns into part of the brand new vision of the employer. The integrative system then will become the driving force for the improvement of the brand new managerial and strategic talents in middle and operational managers that in addition complements and develops their roles within the organization. Conversely, unsuccessful companies are the ones in which formal planning does no longer arise and strategies emerge from casual decisions and entrenched values..

2. LITERATURE REVIEW

2.1. Integrating Managerial Effectiveness

Health services organization are mainly not for profit organisations; therefore, a further complication is added to the managerial process in the management of such organizations, as strategies developed for the private sector are not appropriate for the not-for-profit sector. Even so, many hospital managers have adopted the managerial techniques and systems of the for-profit organizations as a perceived means of improving their operation, thereby enhancing the level of service delivered to patients and clients and in the process, not-for-profit hospitals have become increasingly, business-like in terms of organization and management. This is due, in part, to professional clinicians adopting, and becoming more involved in, new strategic management roles and responsibilities, in addition to their clinicians practice roles. This involvement whilst contributing to a more holistic approach to care delivery, has also contributed to strategic management difficulties in hospitals because, in the health service, the emphasis is on a caring approach to the delivery of health care rather than on the generation of profits for the organization, often a cause of conflict for health service professionals.

Additionally, opposition for the fitness services has resulted inside the introduction of managed care, which will produce efficiencies in fitness care transport, via controlling fees and with the aid of enhancing great. Therefore, individual health center is needed to control charges and to increase operational performance, while persevering with to provide excessive first-rate care, thus increasing the pressure that clinicians and non-clinicians are located underneath when turning in sufferers care. It is now recognized that an exchange within the conventional self-image, perceptions, values and roles of individual fitness experts is taking area and that, via this technique of change, the center manager clinicians and non-clinicians become the strategists, the employer developers and the administrators of operations. Involvement by means of center managers in approach development, therefore, is an essential organizational success aspect in successful strategic control because, if this organization perceives that they are being excluded from the strategic system,

they may be an ordinary source of resistance to the improvement of new organizational approach. Therefore, what's required for a success strategic control is the popularity that strategic management be viewed as a backside-up and pinnacle- down integrative multi-layered technique.

2.2. Integrating Professional Organisation

The success or in any other case of managerial effectiveness depends upon the collaboration method, yet problems in approach improvement in hospitals arise, due to the accelerated complexity in their hierarchical device, the converting demographic shifts and the rising populations within society that impinge on the fitness region and on health service management. Therefore, a collective organizational mindset is necessary for the integration of the organisation assignment and goals. This integration is based upon collaborative control, wherein employees view the company as an interacting network rather than a hierarchy. In this manner, employees are endorsed to resolve their own issues and to end up involved in destiny organizational making plans. The manager's role in collaborative management is to carry out the effective elements of the worker's mind-set. This is performed in fitness care control through inspiring, attractive and leading employees via a manner of involvement collaboration and consensus, which calls for a finely-tuned interpersonal adeptness.

One of the common criticisms of hierarchical health service establishments is that they're out-model, too gradual and unwieldy for the turbulent present day international, yet a few have survived because they've remained flexible and attentive to their changing environments through incorporating new practices, management techniques and technologies, in impact, new mindsets. Yet, it's far obtrusive that layers of management create complexity in reporting systems, requiring a collaborative management. To counter-stability this impact, new approaches of setting up and doing paintings at the moment are taking place through knowledge workers, venture teams and go-department groups. Knowledge workers with really-defined profession pathways have made hierarchical managers nearly redundant. Also, a focus on human beings, approaches and rewards enhances worker motivation and dedication tiers, thereby growing organizational productivity and efficiency. Relationship-constructing, collaborative practices and interactions, and networking will decide the success of changed organizational structure. This sort of interactive manner is taking region in the US thru the formation of "magnet" hospitals, renowned for his or her technique to excellence.

The introduction of dependable and efficient health center thru expertise workers and know-how economies are driven by collegial nurse-physician's relationships. Few fitness care businesses stay in a stable kingdom for lengthy-nowadays, because of challenging environmental, monetary and technological adjustments. Therefore, a socio-cultural fitness care system is needed that gives its participants the choice to change the dependent mind-set of the employer. Such alternate is added approximately via selling collaborating, involvement and collaboration within the transport of health care in place of through competition, thereby permitting organizational contributors to expand the capacity to adjust to, or get over, exchange effortlessly.

2.3. Integrating Change Processes

The impact of restructuring in health provider establishments and at the structure and transport of fitness offerings has ended in new methods of establishing and doing paintings. An effect of those changes is that health service managers need to have change management abilities. The management of trade draws from psycho-logical, behavioural, political, social and cultural dimensions, a lot of which may be conflicting. In order for the change process to be successful, the communications technique at some point of exchange has to encompass numerous key factors, along with:

1. Consultation.
2. Education.
3. Participation.
4. Assertiveness.
5. Negotiation.
6. Understanding of change dynamics.
7. Democratic decision-making.

Schyns model of "preparedness for occupational trade" found out that the core principles required for a success exchange are self-efficacy and management, and suggests that, for trade to occur, the chief requires persistence in overcoming boundaries. Therefore, management is needed. Support structures to aid hassle-solving may be wanted, in addition to energetic facilitators to map out, for managers and group of workers, the desired, viable and eventual trade styles which might be rising.

Organisations have to additionally be organized to help and to educate their employees to tackle new tasks, roles and tactics. The function and significance of personal, professional and organizational values are important in fitness carrier control. Adherence and dedication to organizational values and ethics remains robust in fitness carrier firms, in particular in hospitals, where the availability of excellence in provider delivery is the important thing organizational value. It is essential, for the successful control of trade, that strategists control current cultural artifacts, together with key values, norms, rituals, ceremonies, language structures and myths about the organizations successes or disasters. This is required because current approach is fostered and nourished through cutting-edge cultural artifacts, and new organizational approach would require a exclusive cultural mindset from its participants. Thus, through communication, group participation, leadership and education, mangers must introduce the brand new approach with a view to complement existing cultural artifacts, even as additionally selling the want for green control and cost effective care transport.

2.4. Integrating Leadership & Motivation

Leadership forms a key factor of the strategic integrative technique, that is focused around how leaders will have an impact at the aspirations, motives and commitment of employees or fans. Emphasis at the inspirational, the visionary and the charismatic qualities of the chief appeals to the values-based totally device of the follower in a high quality manner via infusing the follower with ideology, loyalty to the leader, fee and ethical motive that the fans of exceptional leaders turn out to be committed to the vision of the leader through shared values. Contemporary health service managers require management talents that encompass collaborative shared and co-operative forms which might be multi-dimensional in orientation and modern in alternate. Instilling a experience of organizational commitment in employees is also vital in present day health care delivery. This collaborative procedure is the context that motivates employees to trade, as they now want their work to be more effective and, thereby to make contributions to better organizational consequences.

Thus, motivation is a further issue inside the integrative technique to strategic control. If employees understand that their work is challenging and interesting, and if they are provided with a high degree of duty by way of their company, they'll be inspired to work and to supply higher ranges of labor output than previously, ensuing in a responsible worker. Positive motivators, which includes encouragement, involvement and participation in choice-making will produce high requirements of performance, leading to the need to achieve "achievement motivation", which in itself, affects management through the skilful use of power. This unleashing of the ideal use of electricity, power and talent results in superb blessings for the employer, due to the fact, while person reason and challenge are intertwined with the company's motive and task, synergies results that lead to extended encouraged to enforce the organization's motive and challenge. This technique is self-motivational, because, in order for employees to emerge as stimulated to take obligation for his or her moves, they ought to be capable of visualize how their work achievements suit into the overall scheme of factors within the agency.

The affected person also benefits from improved worker motivation stages; this occurs because of clinicians and non-clinicians keeping self-motivational stages and, thereby no longer compromising the values that they hold. The improvement of understanding and abilities are the first-class motivators for health care clinicians, as professionals are prompted, thru their professionalism, to design and manage structures of care transport and to create an environment that promotes excellence in affected person care delivery.

2.5. Integration of Involvement & Commitment

Perceptions exist among clinicians and non-clinicians that involvement in strategic making plans is ruled with the aid of the incentive to participate within the making plans manner and, as a result, motivation tiers are governed with the aid of the perceptions of involvement or non- involvement in strategic choice-making. Thus, managers, via involvement within the strategic system, enjoy an superior role within the work surroundings, main to introduced fee for the corporation in time period of patient care shipping. The professional position is rooted in patient advocacy. Involvement in approach development allows clinicians to discover their areas of know-how and to appreciate that this knowledge provides them with a crucial asset in performing as advocates for his or her patients, thereby improving self-motivation degrees.

Due to health care demands from dad and mom, for extra choice in the provider presented, and for higher tiers of excellence within the services added, fitness expert is required to illustrate a better degree of involvement and dedication to their paintings than has been previously predicted of them. Commitment is an complex mechanism that includes a complicated experience of loyalty involving a sturdy belief within the goals of the organisation and congruence with its cost device. An excessive stage of involvement in work- based activities effects in a feel of acknowledgement of 1's efforts on behalf of the corporation ensuing in commitment to the company.

Organisation managers have an moral responsibility to create a healthy working environment where verbal exchange and involvement are fostered. As the final duty for the business enterprise's surroundings lies with control, leadership behaviour by means of managers is important with the intention to create an employer weather wherein job pride and organizational commitment are promoted. A modern form of commitment, termed organizational citizenship behaviour (OCB), is undoubtedly related to organizational commitment. OCB produces loyalty to the organization and outcomes in the individual taking on extra duty and selection -making within the paintings scenario. However, warfare may rise up in health care control due to distinct ideology among specialists. The battle relates to the mechanism of care shipping and because of the value-weighted down surroundings or context wherein negotiations occur. Therefore, managers require an below-status of the biases due to price warfare and the ability to lead, a good way to create an organizational climate wherein involvement and commitment are promoted.

2.6. Integrating Organizational Culture

Organizational culture affects health care management. The inner tradition of the company is the set of key cost, ideals, knowledge and norms that members of an business enterprise proportion. Due to changing demographic shifts and emerging populace within society, socio-cultural factors are impinging on health care shipping. Socio-cultural dimensions constitute the demographic characteristics, norms, customs and values of the population within which the enterprise operates. Managers must manage the cultural differences that exists among clinicians and non-clinicians and the cultural ethics differences that now exist in fitness care management. Different clinicians and non-clinician's groups appears to have fundamentally one-of-a-kind ideals. Professional clinicians follow a different set of approaches that seem like linked to the career in preference to to the place of labor. However, numerous beliefs aren't deemed to be unfavorable to carrier transport, nor to bring about a better carrier of care for sufferers, as all clinicians are targeted at the same outcome. Core values are excellence in care delivery, equity in service delivery, safety, confidentially in dealings with customers, customer advocacy, admire and dignity for sufferers, loyalty and team of workers integrity. A robust organizational lifestyle results in the presence of nice interpersonal

relationships. Strong organizational way of life is perceived by managers as contributing to a collaborative and participative shape of communication this is glaring thru the presence of a consultative, extensive primarily based consensus technique to decision-making.

3. NEED / IMPORTANCE OF STUDY

Strategic involvement and organizational dedication, when both are present will have an impact on the extent of consensus of strategy. There are excessive degrees of consensus in each clinician and non-clinicians working in sturdy organizational lifestyle is an crucial aspect within the renovation of organizational stability.

4. OBJECTIVES OF THE STUDY

To review the following:

1. Integrating Managerial Effective.
2. Integrating Professional Organizations.
3. Integrating Change Processes.
4. Integrating Leadership & Motivation.
5. Integration of Involvement & commitment.
6. Integrating Organizational Culture.
7. Integrating Consensus.

5. RESEARCH METHODOLOGY

This study is specially based at the secondary statistics. These data are accumulated from diverse web sites, journals, and newspaper articles. The observe is descriptive & conceptual in nature.

6. RESULTS & DISCUSSION

6.1. *Integrating Consensus*

There are problems in coping with strategic consensus in a turbulent environment, whilst priorities are continuously transferring, ensuing in less consensus on the strategic path of the corporation. Therefore, the fulfillment of consensus is a crucial fulfillment aspect in health care management. Consensus of strategy is achieved through some of pathways and influences. The consensus platform consists of managerial, organizational and behavioural structures, similarly to management, involvement, dedication and subculture.

The dominant subculture present in establishments affects strategic consensus, through the social validation of institution norms; these standards are endorsed through s process of agreement and are surpassed onto new contributors as being the right manner to do matters. It was confirmed that, when sturdy subculture exists in the enterprise, a excessive level of commitment is likewise present. Therefore, the organization's lifestyle influences the extent of strategic consensus taking place amongst managers. In addition, non-clinician managers who paintings in sturdy organizational cultures, in which cultural norms, values and beliefs are robust and cohesive, have a greater level of strategic consensus than people who work in weaker organizational cultures wherein a dilution of organizational tradition exists, due to the presence of sub-cultures, multi-cultures and mobile-cultures. A climate wherein discussion and tough of perspectives is regular, results in a consensus approach to organizational method.

The affect of organizational culture on consensus is manifested thru shared fee device that carries shared ideals, respect for clients and workforce, and strong ethical ideals among managers. A robust way of life also consequences in a fantastic and passionate approach to patron-focused care, wherein the customer is positioned first, wherein offerings revolve round clients and in which a holistic method to affected person care includes proof-based totally exercise. Additionally, commitment affects the company's tradition through its norms, values, philosophy, goals and venture. Shared values and the presence of a valid value system is present while employees know what's required of them and what is crucial to patients. The center and abiding cultural values of center managers, no matter their functional position, is the availability of ethical –primarily based offerings to patients. However, traditional loyalty to the employer may be beside the point for a mature employment relationship and, therefore, thinking loyalty to the corporation is cautioned in order that exploitation of employees thru the beside the point use of power does now not occur. Where managerial behaviour contradicts professional cost, conflict can also rise up in provider transport. This conflict takes place because a traditional component of the clinician position is the control of organizational subculture, wherein the values of the expert crew are important to a hit organizational results, instead of the fee of offerings furnished. However, patient services wi; be improved, if both clinicians and non-clinicians are willing to take greater obligation for value efficiencies. Thus, it's far essential for managers to foster a robust organizational culture, thereby making sure the renovation of moral cultural norms inclusive of worrying, professionalism and excellence in care transport. As both groups are strategically involved, two exceptional views will be received via the participation of clinicians and non- clinicians in strategic matters, and inside the reputation that each businesses have specific attitude in care delivery.

7. FINDING & UNDERSTANDING

General settlement on the idea of consensus does no longer exist, as tried to outline the concept in diverse approaches. The literature shows that positive elements are crucial determinants of consensus, and that there are restrained and conflicting interpretations of the standards of strategic consensus. Although the relevance of consensus to involvement in strategy method isn't properly understood, there's a demand for the mixing of strategic consensus when formulating strategy.

8. RECOMMENDATIONS & SUGGESTIONS

Strategic consensus is finished through the sharing of strategic information and direct publicity to strategic priorities. Health care is brought in a turbulent and continuously converting environment this is encouraged by way of converting demographics, technological, environmental and financial factors that often effects in much less consensus on the organisations strategic course. I actually have highlighted the importance of Consensus in strategic decision-making and of method development as a consensus-building technique. Despite the perceived importance of strategic consensus, little research had been conducted, because of the absence of a conceptual frame-work linking the standards that would make a contribution to the consensus, little studies were conducted, due to the absence of a conceptual framework linking the ideas that would make a contribution to the consensus-overall performance relationship, till Carney researched strategic consensus and observed that certain managerial, organizational and cultural factors result in strategic consensus. It is apparent that conflicting interpretations of the concept of strategic consensus. It is apparent that conflicting interpretation of the idea of strategic consensus exists and that the relevance of consensus to involvement in strategy formula is not understood. Research on consensus is related to strategy system, to the surroundings.

9. CONCLUSION

Consensus in Clinicians & Non-Clinicians however, in relation to clinicians and non-clinicians, clinicians' degree of strategic involvement and strategic consensus is greater than that of non-clinicians in enterprises wherein a completely strong culture exists. Non-clinicians working in organisations where a completely strong subculture has a higher stage of strategic involvement than the ones working in organization with weaker tradition. There are higher stages of consensus of method in both clinicians and non- clinicians operating in more potent organizational lifestyle than those working in weaker organizational culture. Therefore, clinicians and non- clinicians who work in strong organizational cultures have a greater stage of strategic consensus than individuals who paintings in weaker organizational subculture.

10. References

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