Codification of Strategic Planning in Healthcare Field of Social Welfare Organization

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ABSTRACT

Making proper decisions in an ever-changing environment has confined organizational managers except in case of having precise and update information about the internal and external environment where they are not able to make perfect decisions. The strategic planning enables managers to predict the future and mobilize the appropriate facilities in achieving a specific purpose. Due to its crucial role in improving the general health of community and protecting the low-paid classes, the healthcare field of social welfare organization in Golestan province requires a consistent and effective program to be able to reach its predetermined goals and missions. The present research aims at codifying a strategic program in healthcare field of social welfare organization in Golestan Province and performing it through efficient strategic planning. The obtained results indicated that the strategic position of healthcare domain of Social Welfare Organization in Golestan Province occupies the third home of environmental analysis matrix which is a competitive situation. Additionally, the results indicated the presence of a few basic strengths and weaknesses of healthcare domain, as well as existence of many opportunities in field of services. Therefore, the current paper via introducing a pool of operational programs, helps managers achieve their strategic purposes.

KEYWORDS: strategy, healthcare domain of social welfare organization, SWOT, strategic program

1. INTRODUCTION

To describe the concept of strategic planning codification, it should be clarified that the word strategy depending on its application in different conditions and by different peoples possesses various interpretation and definitions (Cohen, 2006, pp.10-13). On the other hand, in their field study, Thune and House (1970) contrasted the performance of 36 organizations before development of the planning with their performance after the strategic planning. They found that organization performed far more efficiently than when they lacked a strategic planning (p.81-87). The coming results also confirmed the effectiveness of strategic planning on the organizational performance (Aldehayyat, 2011, Drucker 1989, 1976, Thune and House, 1970, p.86, cited in Williams, 2008, p.38).

According to Jennings and Disney (2006), strategic planning either motivates the organization to make more and closer communication to ponder about the problems; they have been neglected so far or consider the individuals within the organization and assist them to spend energy on common purposes. The strategic management and planning come into reality when all strategic and operational decisions inside the organization beside the purposes, and processes are integrated. The social welfare organization provide a great proportion of community insurance cover and through its related medical centers as well as the contracts presents the medical services. This serving, however, needs a comprehensive program with clear-cut purposes and vision.

2. Theoretical framework

As the first appearance, strategic planning was utilized in army (Williams, 2008, p.38). In early 1920s, the Harvard University introduced a strategy-making model and after that on, the strategic planning launched as a scientific discipline in 20th century.

Since 1960s till present, strategic planning has been faced with developments and the American airlines, army, NASA, Air Force and railroads are cases strategic planning has been applied in (Mintzberg, 1994, p.175). However, unfortunately, during 1980s the private sector evaded from implementation of strategic planning and could not satisfy the customers’, market, market share, and risk management needs (Blackmon, 2010, p.31).

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Strategic planning works as a guide in making decisions to create unity and identification of strengths and weaknesses in order to provide an organization the highest productivity (Young, 2011, p.37, Thune and House, 1970, p.84, Williams, 2008, p.38). Mintzberg (1967) defined “strategy making” as crucial as the organizational decision making. Strategy is, in fact, the sum of all of these decisions and may cause independent decisions or establish compliance and conformity among a few decisions in an organization (p.71). According to Mintzberg (1994) strategy is when firms are able to share common values and opinions for achieving their goals (Young, 2011, p.37).

Jennings and Disney (2006) believed that strategy planning is similar to using the time horizons of continuous years, re-evaluation of the current strategy of organization, perfect management through exploring the opportunities, environmental threats and analysis of the internal resources of firms (p.85) and (Werrmilion 2004, p.13). Drucker (1989) approached the strategic planning in organization as an entrepreneur which by estimation of a probable future try to make the future (p.88-91).

Strategic planning implies the development of an organized program for effective achievement to the special goals and purposes that an organization seeks to reach it (Kumpf, 2004, p.70-71). In fact, the strategic planning is a useful and productive instrument for the organization management (Helbron, 2011, p.90, Aldehayyat, 2011, p.477, (Young, 2011, p.37) and enables an organization to respond the environmental changes (Jennings and Disney, 2006, p.599).

Bryson (1995) considered strategic planning as a steady struggle in direction to making basic decisions and doing activities for formation and direction of what is in an organization, what is done and why it is done (p.70). Helbron (2011) stated that strategic planning helps organization to coordinate the shared values, goals, activities, and tasks of an organization in a general direction (Werrmilion, 2004, p.11).

Briefly, according to the above definitions, it could be deduced that strategic planning holds structural characteristics including integrated comprehensive thinking, synthesizing thought, facilitates perceiving the natural complexities between elements, a presents framework for fundamental decisions, forms the general structure of organization, directs decisions, and converges ideas in hierarchical levels of an organization and finally estimates the future of organization as an entrepreneur (Cohen, 2006, pp.10-13).

3. Findings

The mission of an organization represents the philosophy or vision of that organization. In other words, it indicates the organization’s identity. Asking 5 questions of twenty scholars, the mission of the social welfare organization were delineated as follows:

1. What is the organization’s work and what kind of customers benefit from the organization?
2. What are the principal needs and requirements of the organization?
3. Which skills and technologies are used to satisfy the customers?
4. How is the organization relation with the employees, customers, government and suppliers?
5) What values govern the organization and how is the organizational manner?

Considering the experts answers, the described declaration of statement of the healthcare organization of the social welfare in Golestan provinces takes the following:

The healthcare management (healthcare domain) is a non-governmental and public organization and a subset of the state social welfare organization which possesses two first class hospitals, 5 outpatient clinics, one office of medical records as well as a committee of healthcare management.

Relying on the employees’ abilities and expertise through establishing the primary appropriate basis, this management has prioritized the below activities:

1. Constant improvement of service quality
2. Optimization and development of human resources
3. Efficient management of the organizational properties
4. Maintenance and enhancement of the insured persons’ health level
5. Effective and dynamic surveillance on obeying the official and medical standards, rules and requirements in all branches

Fundamental principles of the organization:

Through identification of the relevant beneficiaries of organizations and the dominant culture. Defining values for healthcare management of social welfare organization was occurred. The eminent principles of the organization are presented in Table (1) below.
The official charter of healthcare domain of social welfare organization in Golestan province is shown in Table (2).

<table>
<thead>
<tr>
<th>No.</th>
<th>Organizational principles</th>
<th>Mean</th>
<th>Rank</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Good appearance and punctuality in doing works especially encountering with clients</td>
<td>5.34</td>
<td>5</td>
</tr>
<tr>
<td>2</td>
<td>Politeness, discipline and good-temper in facing with clients and colleagues</td>
<td>5.12</td>
<td>4.79</td>
</tr>
<tr>
<td>3</td>
<td>Honesty, responsibility, and commitment</td>
<td>5.06</td>
<td>4.08</td>
</tr>
<tr>
<td>4</td>
<td>A respectful manner in treating clients and colleagues</td>
<td>5.02</td>
<td>5</td>
</tr>
<tr>
<td>5</td>
<td>Commitment to the interests of future generations as a large share of organization’s clients</td>
<td>4.97</td>
<td>4.35</td>
</tr>
</tbody>
</table>

Table 1: rating the basic principles of health of social welfare organization in Golestan province

<table>
<thead>
<tr>
<th>No.</th>
<th>Organizational principles</th>
<th>Mean</th>
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</tr>
</thead>
<tbody>
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<td>1</td>
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<th>Organizational principles</th>
<th>Mean</th>
<th>Rank</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Relying on God, virtue and righteousness, and forbid the evil</td>
<td>4.95</td>
<td>4.4</td>
</tr>
<tr>
<td>2</td>
<td>Getting accustomed with process of providing products and services</td>
<td>4.89</td>
<td>4</td>
</tr>
<tr>
<td>3</td>
<td>Exact identification of customers’ needs to give them the best answer</td>
<td>4.7</td>
<td>4.91</td>
</tr>
<tr>
<td>4</td>
<td>Concerning motivation and increase of human resources welfare as the most valuable organizational property</td>
<td>4.7</td>
<td>4.39</td>
</tr>
<tr>
<td>5</td>
<td>Believing in participatory, individual and organizational learning and benefiting from colleagues’ education and experience</td>
<td>4.67</td>
<td>3.98</td>
</tr>
<tr>
<td>6</td>
<td>Respecting shareholders and clients’ interest in designing or introduction of products or services</td>
<td>4.57</td>
<td>3.23</td>
</tr>
<tr>
<td>7</td>
<td>Honesty, fidelity, piety and respect for human dignity in the work</td>
<td>4.45</td>
<td>4.7</td>
</tr>
<tr>
<td>8</td>
<td>Performance review, performance improvement, value for fresh ideas, creative ideas and innovative solutions in the organization</td>
<td>4.36</td>
<td>4.9</td>
</tr>
<tr>
<td>9</td>
<td>Client trust by providing accurate information with speed and accuracy in performing tasks</td>
<td>4.15</td>
<td>4.5</td>
</tr>
<tr>
<td>10</td>
<td>Using customer feedback to optimize the process and work to fulfill that promise and patience in providing services</td>
<td>4.15</td>
<td>3.56</td>
</tr>
<tr>
<td>11</td>
<td>Emphasize the importance of training programs to prepare individuals and organizations and owning the order to enhance the organization</td>
<td>4.02</td>
<td>4.67</td>
</tr>
<tr>
<td>12</td>
<td>Client trust by providing accurate information with speed and accuracy in performing tasks</td>
<td>4.15</td>
<td>3.56</td>
</tr>
<tr>
<td>13</td>
<td>Emphasize the importance of training programs to prepare individuals and organizations and owning the order to enhance the organization</td>
<td>4.02</td>
<td>4.67</td>
</tr>
<tr>
<td>14</td>
<td>Client trust by providing accurate information with speed and accuracy in performing tasks</td>
<td>4.15</td>
<td>3.56</td>
</tr>
<tr>
<td>15</td>
<td>Emphasize the importance of training programs to prepare individuals and organizations and owning the order to enhance the organization</td>
<td>4.02</td>
<td>4.67</td>
</tr>
<tr>
<td>16</td>
<td>Client trust by providing accurate information with speed and accuracy in performing tasks</td>
<td>4.15</td>
<td>3.56</td>
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<td>17</td>
<td>Emphasize the importance of training programs to prepare individuals and organizations and owning the order to enhance the organization</td>
<td>4.02</td>
<td>4.67</td>
</tr>
<tr>
<td>18</td>
<td>Client trust by providing accurate information with speed and accuracy in performing tasks</td>
<td>4.15</td>
<td>3.56</td>
</tr>
<tr>
<td>19</td>
<td>Emphasize the importance of training programs to prepare individuals and organizations and owning the order to enhance the organization</td>
<td>4.02</td>
<td>4.67</td>
</tr>
<tr>
<td>20</td>
<td>Emphasize the importance of training programs to prepare individuals and organizations and owning the order to enhance the organization</td>
<td>4.02</td>
<td>4.67</td>
</tr>
<tr>
<td>21</td>
<td>Emphasize the importance of training programs to prepare individuals and organizations and owning the order to enhance the organization</td>
<td>4.02</td>
<td>4.67</td>
</tr>
</tbody>
</table>

The stakeholders of the organization which consist of natural and legal persons as:
1) The internal community of the organization: managers, employees, workers, and services
2) State, legislative and governance agencies: Finance, banking, insurance, government and civic organizations
3) Shareholders: insured peoples
4) Customers: privately insured organization
5) Suppliers: Contractors and suppliers
6) Community: the environment, other people and technical people

Secondly, the stakeholder’s chief expectations and the available processes were clarified through open questions and interview. Finally, the recommended program for every stakeholder was delineated.
The final score of evaluation of the most salient external effective factors (opportunities and threats) on field of healthcare of the social welfare organization was lower than 2.48. This therefore indicates that the threats exceeded the organizational opportunities and via a precise and comprehensive planning, the environmental threats must be deteriorate by help of existing opportunities and strengths.

<table>
<thead>
<tr>
<th>score</th>
<th>rank</th>
<th>coefficient</th>
<th>indicator</th>
<th>factor</th>
<th>success</th>
</tr>
</thead>
<tbody>
<tr>
<td>.24</td>
<td>4</td>
<td>.06</td>
<td>Existence of businesses enterprises in the area</td>
<td>economic</td>
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<tr>
<td>.28</td>
<td>4</td>
<td>.07</td>
<td>Impact of Article 44 on the implementation of policies and strategies to improve the organization's objectives</td>
<td>economic</td>
<td></td>
</tr>
<tr>
<td>.12</td>
<td>4</td>
<td>.03</td>
<td>Suitability of the political situation in the country with organizational strategies and goals</td>
<td>political</td>
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<tr>
<td>.20</td>
<td>4</td>
<td>.05</td>
<td>Enjoying from the religious beliefs in the province</td>
<td>cultural</td>
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</tr>
<tr>
<td>.28</td>
<td>4</td>
<td>.07</td>
<td>Variations in climate and geography of the region</td>
<td>cultural</td>
<td></td>
</tr>
<tr>
<td>.12</td>
<td>3</td>
<td>.04</td>
<td>The management interaction with other provincial organizations</td>
<td>social</td>
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</tr>
<tr>
<td>.18</td>
<td>3</td>
<td>.06</td>
<td>Distribution of income and wealth to the local people</td>
<td>cultural</td>
<td></td>
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<tr>
<td>.12</td>
<td>3</td>
<td>.04</td>
<td>The availability of suitable labor</td>
<td>geographical</td>
<td></td>
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<tr>
<td>.12</td>
<td>3</td>
<td>.04</td>
<td>Change of direction after the political events in the organization</td>
<td>political</td>
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</tr>
<tr>
<td>.12</td>
<td>3</td>
<td>.04</td>
<td>Increase the number of insured persons of the welfare organization</td>
<td>social</td>
<td></td>
</tr>
<tr>
<td>.06</td>
<td>1</td>
<td>.06</td>
<td>Impact of sanctions in achieving organizational strategies</td>
<td>political</td>
<td></td>
</tr>
<tr>
<td>.06</td>
<td>1</td>
<td>.06</td>
<td>Presence of advanced medical centers in the region</td>
<td>cultural</td>
<td></td>
</tr>
<tr>
<td>.06</td>
<td>1</td>
<td>.06</td>
<td>Unemployment barriers to better execution of strategies to achieve organizational goals</td>
<td>economic</td>
<td></td>
</tr>
<tr>
<td>.07</td>
<td>1</td>
<td>.07</td>
<td>Imbalance in resources and costs</td>
<td>economic</td>
<td></td>
</tr>
<tr>
<td>.05</td>
<td>1</td>
<td>.05</td>
<td>Change of management, positions and posts based on political practices</td>
<td>political</td>
<td></td>
</tr>
<tr>
<td>.06</td>
<td>2</td>
<td>.03</td>
<td>The impact of political ideologies in the organization</td>
<td>political</td>
<td></td>
</tr>
<tr>
<td>.08</td>
<td>2</td>
<td>.04</td>
<td>Purchasing power of the people</td>
<td>cultural</td>
<td></td>
</tr>
<tr>
<td>.06</td>
<td>2</td>
<td>.03</td>
<td>Strategies and goals change with changing political factions</td>
<td>political</td>
<td></td>
</tr>
<tr>
<td>.10</td>
<td>2</td>
<td>.05</td>
<td>The impact of inflation and the rise in implementing strategies to achieve organizational goals</td>
<td>economic</td>
<td></td>
</tr>
<tr>
<td>.10</td>
<td>2</td>
<td>.05</td>
<td>Legal obstacles in the organization</td>
<td>political</td>
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</tr>
<tr>
<td>2.48</td>
<td>1</td>
<td></td>
<td></td>
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</tbody>
</table>

Table 3: evaluation of the most dominant external factors (opportunities and threats) of healthcare domain of social welfare organization
### Table 4: evaluation of the most dominant internal factors (strengths and weaknesses) of healthcare domain of social welfare organization

<table>
<thead>
<tr>
<th>Score</th>
<th>Rank</th>
<th>Coefficient</th>
<th>Indicator</th>
<th>Factor</th>
<th>Success</th>
</tr>
</thead>
<tbody>
<tr>
<td>.16</td>
<td>4</td>
<td>.04</td>
<td>Balance between academic disciplines and job</td>
<td></td>
<td></td>
</tr>
<tr>
<td>20</td>
<td>4</td>
<td>.05</td>
<td>Staff skills in doing works</td>
<td></td>
<td></td>
</tr>
<tr>
<td>28</td>
<td>4</td>
<td>.07</td>
<td>Using advanced technologies to achieve the goals of the organization</td>
<td></td>
<td></td>
</tr>
<tr>
<td>24</td>
<td>4</td>
<td>.06</td>
<td>Proper monitoring of the performance of units</td>
<td></td>
<td></td>
</tr>
<tr>
<td>20</td>
<td>4</td>
<td>.05</td>
<td>Independency in doing work</td>
<td></td>
<td></td>
</tr>
<tr>
<td>12</td>
<td>3</td>
<td>.04</td>
<td>The effect of using modern technology on performance and customer satisfaction</td>
<td></td>
<td></td>
</tr>
<tr>
<td>12</td>
<td>3</td>
<td>.04</td>
<td>Valuing employees for creativity</td>
<td></td>
<td></td>
</tr>
<tr>
<td>12</td>
<td>3</td>
<td>.04</td>
<td>The amount of information in the organization</td>
<td></td>
<td></td>
</tr>
<tr>
<td>15</td>
<td>3</td>
<td>.05</td>
<td>Adequate wages and benefits</td>
<td></td>
<td></td>
</tr>
<tr>
<td>18</td>
<td>3</td>
<td>.06</td>
<td>The ability to evaluate the performance of the staff</td>
<td></td>
<td></td>
</tr>
<tr>
<td>12</td>
<td>3</td>
<td>.04</td>
<td>Flexible organizational structure</td>
<td></td>
<td></td>
</tr>
<tr>
<td>.04</td>
<td>1</td>
<td>.04</td>
<td>Shortage of medical and nursing specialty</td>
<td></td>
<td></td>
</tr>
<tr>
<td>.05</td>
<td>1</td>
<td>.05</td>
<td>Proportion of doctors’ fees for work</td>
<td></td>
<td></td>
</tr>
<tr>
<td>.04</td>
<td>1</td>
<td>.04</td>
<td>Availability of facilities are depreciated</td>
<td></td>
<td></td>
</tr>
<tr>
<td>.06</td>
<td>1</td>
<td>.06</td>
<td>Rules and red tape involved in the organization</td>
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</tr>
<tr>
<td>.08</td>
<td>2</td>
<td>.04</td>
<td>Organizational values conflict with the values of individual employees</td>
<td></td>
<td></td>
</tr>
<tr>
<td>.08</td>
<td>2</td>
<td>.04</td>
<td>Need to receive permission to perform and daily repetitive tasks</td>
<td></td>
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</tr>
<tr>
<td>.12</td>
<td>2</td>
<td>.06</td>
<td>Delay in responding the client raised from bureaucracy</td>
<td></td>
<td></td>
</tr>
<tr>
<td>.01</td>
<td>2</td>
<td>.05</td>
<td>Using the theoretical and experimental capacity of employees in training courses</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.52</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
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</tr>
</tbody>
</table>

The total score of evaluation of the most dominant internal factors (strengths and weaknesses) influencing on healthcare domain of social welfare organization of Golestan province was 2.52 that is higher than 2.5. This, thus, states since the strengths go above the weaknesses, through proper planning in the future, the internal weaknesses could be alleviated by use of strengths in order to remove the environmental threats.

**Models of strategic planning:**

- **Philips’ model**
  In this model, strategies are directly extracted according to the goals. This model requires the long-time organizational goals to be categorized into specific field.

- **Critical question analysis (CQA) model**
  In this model method four major questions must be answered.
  1. What are the goals and purposes of the organization?
  2. To what direction the organization is moving forward?
  3. What sort of environment surrounds the organization?
  4. What can be done to achieve the organizational goals in the future?

- **The SPACE model**
  In this model, the ability of a firm or organization is contrasted with the rivals’ power in reaching each of the determined goals in a table.

- **Mintzberg model**
  Here, the evaluation executes under the influence of managers’ believes, social values and creeds.

- **David model**
  The process of development of strategies inspiring the David model happens as follows:
  Stage 1: the framework of developing strategies
  Stage 2: comparison including methods and materials
Stage 3: decision about quantitative strategy planning matrix (QSPM).

- **Boston Counseling Group (BCG) model**
  This model has introduced the simplest method of identifying the investment status. In BCG model, for estimation of the strengths and weaknesses of every business only an environmental criterion as well as an organization criterion, i.e. market growth and market share is utilized.

- **The Porter model**
  This model centralizes on the competitive and high sensitive condition toward the entrance and exit of the potential survivals into the market and the relation between effective forces on the competitive performance of the organization.

- **The strengths, weaknesses, opportunities and threats (SWOT) model**
  According to the SWOT model, every firm having in different state places in one of the matrix of major strategy blocks. Based on the following figure, the environmental opportunities of the organization sit on the X axis, on right and positive integers, the threats on the Y axis, on left and negative integers, the strengths on the Y axis up and positive integers, and finally the weaknesses below on Y axis with negative integers. Specifying the internal and external of these aspects, the place of the firm in one of 1-4 blocks will be defined. The block 1 assigns for the development or offensive strategies, block 2 and 3 for the integration and stability strategies and eventually block 4 for reduction or defense strategies.

- **The Freeman Model**
  In this model, all of individuals, groups, enterprises, and institutions which have interest in the firms are a matter of concern.

- **The Bryson Model**
  This model is a consistent process in accordance with the definition of planning and is repetitive.

- **The Portfolio Model**
  Methods of this model play a crucial role in strategic awareness of managers and look perfect for practical competitive analyses.

- **The PIP Model**
  The Pip model takes into account disparate organizational, functional and social variables and contributes to the organizational transformations.

- **The Developed Inclusive Strategic Model (DISM)**
  DISM has synthesized four models, SPACE, Portfolio, SWOT and PIP.

**Determination of location and status of the healthcare domain of the social welfare organization in the assessment matrix:**
In the 4 grid internal and external matrix of the BCG group, the sum of final scores on the X axis from 1-2.5 indicates the internal weakness, and scores 2.5-4 shows the strength of the organization. Additionally, the sum of final scores in axis Y (assessment matrix of external factors) from 1-3 shows the threats and 3-5 presents the organization’s opportunities. The 4 grid internal and external matrix is illustrated in the model 4.
External and internal 4 grid matrix

Fig. 1: SWOT matrix

<table>
<thead>
<tr>
<th>External factors (opportunities and threats)</th>
<th>Internal factors (strength and weakness)</th>
</tr>
</thead>
<tbody>
<tr>
<td>(1) Conservative strategy</td>
<td>Strength (S)</td>
</tr>
<tr>
<td>(2) Defensive strategy</td>
<td></td>
</tr>
<tr>
<td>(3) Offensive strategy</td>
<td></td>
</tr>
<tr>
<td>(4) Competitive strategy</td>
<td></td>
</tr>
<tr>
<td>Threat (T)</td>
<td></td>
</tr>
</tbody>
</table>

The strategic position of the healthcare domain of social welfare organization

Researches

Williams (2008) through a phonological approach developed a quantitative methodology for the study. Using interview and review, the chief components in strategic planning are identified or specified. The challenges of dealing the small firms are the best method they have extended. The findings indicated that most of small business owners hold a formal strategic plan.

Campbel (2010) investigated on strategic planning as an instrument that enhances the organization performance in the non-governmental firms, reported that a insignificant statistical variation exists between the average scores, consist of the organization of strategic planning and non-strategic planning organization.

Findings showed a great variation in five areas including: activities of strategic planning, successful mission, customer process, training and development of employees and financial processes, however, no such variation was observed for field of internal business processes. Kasten (2007) investigated on the knowledge strategy in firms and stated that the strategic knowledge of every firm based on its ability in fortifying the competitive status of the organization could be classified into three groups as: 1) basic knowledge, 2) advanced knowledge, and 3) creative knowledge.

The basic knowledge pertains to the least amount of required knowledge for keeping the business. The advanced knowledge is described as a knowledge supporting firms to maintain their competitive condition.

Knowledge fortifies organizations to take the trace of industry leadership and influence on the business rules or transform then when possible is called creative knowledge. Kasten (2007) in his studies on knowledge strategies and the effects on organization revealed the following results:

1. Knowledge strategies could be classified based on a number of aspects including tendency of organization to store knowledge through organization’s individuals or technology, willingness of organization to be active or inactive in seeking, accumulating and development of knowledge.
2. A distinguished relationship exists between type of business strategy of organization and features of knowledge strategies.

Blackmon (2010) after evaluation of functional strategies of human resources management concluded that the main purpose of strategic management of the human resources is to establish a huge approach is strong enough to deal with fundamental problems of the employees.

Regarding reward strategies in organization, Mintzberg, (1994) found that one of major points in rewards granted to employees is compliance between individuals’ needs and offered reward. This, therefore, brings more effectiveness of reward strategy and motivates employees to have greater attempt in order to achieve the organizational goals.

Kumpf (2004) about effective strategies on explanation of marketing provided eight key points are listed below:

1. Marketing counts as a management process containing analyzing, planning, implementation and control.
2. Marketing correlates with precise development of programs and plans not random performance for accomplishment the required responses.
3. Marketing picks up the target market and take into consideration all things for all peoples.
4. Marketing considers directly the achievement of organizational goals.

5. Place in marketing insists on market target not to customers’ needs.
6. Marketing means exchange of values for gaining participation and things
7. Marketing is a whole duty on the employees’ shoulders.
8. Marketing refers to disposition and philosophy that affect all of management styles.

4. Conclusion

As the matrix diagram shows in Fig. (1), the healthcare domain of social welfare organization in Golestan province must use more the competitive strategies. A large number of these strategies consists of competitive strategies that include region (ST).

The four strategies of healthcare field of social welfare organization in Golestan province are presented as follows:

- (ST1) SO1: approaching the regional economic enterprises
- (ST2) SO2: efficient execution of strategy for achieving the organizational goals
- (ST3) SO3: making a balance between organizational strategies and goals and political conditions of the country
- (ST4) SO4: applying the cultural capacities of province locals.
- (ST5) SO5: using the high potential of management interaction with other organizations.
- (ST6) SO6: benefiting from skilled workers

(WO) strategies:
- (ST7) WO1: increase of offered facilities to experts
- (ST8) WO2: emphasis on establishment of a flexible and new structure for removal of strict and trivial rules in the organization
- (ST9) WO3: enjoying the conformity strategy with local values of the region
- (ST10) WO4: more management interaction with other organizations.

St Strategies:
- (ST11) ST1: motivating employees for creativity
- (ST12) ST2: strategy of launching an institutional autonomy
- (ST13) ST3: appropriate control and surveillance on the performance of units in order to deter rate of disagreement between sources and consumption in the organization.
- (ST14) ST4: work independency in doing tasks for deterioration of impact of political ideologies in the organization.
- (ST15) ST5: rate of unemployment hinders an efficient implementation of the strategy in achieving organization’s purposes.
- (ST16) ST6: efficient use of modern technologies
- (ST17) ST7: benefiting from employees’ capabilities in doing organizational affairs.

WT strategies:
- (ST18)WT1: freeing organization from the strict rules for resolving the legal
- (ST21) WT4: increase of the quality of medical services provided for insured peoples, as well as reduction of response time to clients
- (ST22) WT5: development of staff knowledge and training

Furthermore, the necessary strategies for achievement of every long-term purpose are as followings:

I) achievement strategies of long-term purposes:

A) Increase of insurance earning compared to costs associated to fulfillment of obligation, at least 1% each year
1. Increasing the average age at retirement up to 4% during the program based on the parametric reforms (from 57.3 years old to 59.8 years old, each year 6months may be added to the retirement age).
2. Maximizing the average years of insurance premium payment up to 2.5 years during the program based on parametric reforms (6 months per year).
3. Optimizing the consumption management
4. Improvement of methods of computing pension
5. Maximum coverage of mandatory insured peoples
6. Applying suitable methods in early recognition of diseases (screening)
7. Reformation of hospitals and establishment of the prospective payment system for inpatient and outpatient services
8. Reformation of the hospital structure and valuing the boar

II) Achievement strategies of long-term purposes:
B) Increasing share of total revenues from long-term commitments of capital invest
   1. Amended to increase the profits of the organization investment due to increased investment profit
   2. Modify the structure and management of the investment policy to optimize the investment policies

III) Achievement strategies of long-term purposes:
C) Increased their coverage up to 11.7 million peoples
   1. Optional expanded insurance coverage
   2. Compulsory insurance and self-employment letters
   3. Compulsory insurance of the association employers

IV) Achievement strategies of long-term purposes:
D) Improve the utilization of insured persons from healthcare services of the organization
   1. Organizing and designing service based on family physician and referral system
   2. Development of the system of classification
   3. Development of evidence-based therapeutic approaches in treatment services standardized admission and discharge process
   4. Establishment of management of Medical Technology
   5. Establishment of treatment response (Suggestions and feedback system includes two-way survey projects of internal and external customers
   6. Considering the results of the survey in units destined for service providers and relevant staff
   7. Reformation of the insured financial contributions in exchange for healthcare services

V) Achievement strategies of long-term purposes:
E) Culture, and enhancement of the level of engagement in civic, governmental and institutional interactions
   1. Continued implementation of the recommendation system and applied researches
   2. Development and deployment of integrated information and communication systems

VI) Achievement strategies of long-term purposes:
1. Partnership with community partners to develop and implement a comprehensive information system
2. Participation in the development and deployment of integrated information systems with social partners
3. Providing appropriate information about the rules and regulations to the jurisdictions.
4. Measures taken to resolve claims within the organization
5. Uniform and transparent procedures in dealing with the issues raised in the judicial system.
6. Designing appropriate mechanisms for defending claims arising in respect of the final decisions issued by the courts and supervising its implementation
7. Business process design, preparation and clarification of organizational circulars and guidelines and correct some of the current practices
8. Development of social welfare rights

VII: Achievement strategies of long-term purposes:
F) Compliance of the social welfare mechanisms with social insurances principles and up to date knowledge.
   1. Regional planning mechanisms to manage the crisis
   2. Regional planning of organization within the framework of the strategic plan
   3. Development and establishment of monitoring and evaluation of executive units
   4. Developing and deploying operational budgeting system
   5. Reformation of the financial system to computed operation and activities (the cost system)
   6. Facilitating, and continuous improvement of processes and procedures, and making mental work in various fields due to internal and external organizational changes
   7. Reformation of organizational structure in accordance with the procedures
   8. Designing and implementation of a comprehensive statistical system
   9. Developing a system of monitoring, evaluation and administration of executive programs
VIII. Achievement strategies of long-term purposes: (human resources development)
Planning for recruitment, retention, training and human performance

VIV: Achievement strategies of long-term purposes: (improve service levels, increase of access and quality of participants’ life)

1. Electronic response of the recipient of service

5. Recommendations

In devising the strategic planning, managers have to take the following suggestions into consideration:

1. Because of the growth of advanced centers in the region, special attention must be paid to the equipment of the centers.
2. Benefit from the employees’ knowledge in line with the organizational programs.
3. Managers, never ever must ignore the organization’s weaknesses at time of planning.

REFERENCES