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APPENDIX

Concept and literature review

Planning is defined as the mental work of determining the future direction of the organization. Planning is related to organizing in that to be effectively implemented, strategy must be consistent with structure. The planning function is important to the process, as decisions can not be implemented without the effort of employees. Planning is closely related to controlling because the latter function ensures that strategies produce desired results. Finally, planning influences staffing by dictating how many and what type of human resources are needed. (Carson, Karry D. and Team, 1995)

Strategic planning may be defined in many ways, but one commonly accepted definition of strategic planning is the process of establishing critical objectives and formulating a plan to accomplish these objectives. Strategic planning requires a commitment to the future of the health care organization, sufficient time to engage in the planning process, and willingness to change the course of action based on planning outcomes. Strategic planning is based on the answer to three questions, Where are we now? Where do we want to be? How do we get there?

The document produced by the planning process is a strategic plan. A strategic plan is a comprehensive statement about

- The organization's mission and future direction.

- Near – and long – term performance targets.

- Managerial action intended to achieve targets given the situation

- Mechanism to be used in implementing and evaluating the success of the plan

While these distinguishing features complicate the process of strategic planning in health care institutions, research indicates that planning efforts may yield the following benefits:

♦ Offer insight into what the organization is trying to do and to achieve an increase in staff awareness and administrative maturation.

♦ Enhance managerial alertness to developing opportunity and threats, preventing inappropriate knee – jerk reactions.

♦ Encourage the development of a sophisticated information analysis system.

♦ Provide managers with rationale for evaluating budget requests and allocating resources.

♦ Help to unify and improve the coherence of managerial decision across the organization.

♦ Create and environment in which management can be more proactive rather than reactive and defensive.

♦ Enhance solidarity and commitment throughout the organization when there is widespread involvement in the strategy process.

The kills are needed by strategy planners include.

♦ Visionary skill to anticipate a wide array of strategic choices for healthcare organizations.

♦ Analytical skill to understand the forces of change as they impact the health care organization and to determine ways to manage change to maximize organization performance.

◆ Innovation and creativity skill for niche identification and development of segmentation strategies.

◆ Team – building and facilitator skill to involve all significant stakeholders in the strategy development process.

◆ Adaptability to be both proactive and reactive in the light of the dynamic healthcare environment.

◆ Flexibility to alter assumptions as additional information becomes available or forecasts do not materialize.

◆ Communication skills to effectively and efficiently implement the strategic plan.

Strategic planning requires a thorough understanding of both the internal and external context of organization. Two techniques that can be employed to help managers diagnose and understand the situation are SWOT analysis and Portfolio analysis.

SWOT analysis is an acronym representing the term's strength, weakness, opportunity and threat. SWOT (also referred to as TOWS and WOTS) analysis is conducted to increase managerial awareness of internal strengths and weaknesses and external opportunities and threats. Upon completing SWOT analysis, the policymaker should develop coherent strategies that capitalize on internal strengths, exploit external opportunities, overcome internal weakness, and avert external threats.

Table.5; Potential SWOT consideration

| Potential Internal Strengths	Potential Internal Weaknesses
-Reputation for high-quality service	-Lack of defined strategic direction
-Sufficient financial resources	-Outdated biomedical equipment and facilities
-Professionally qualified staff	
-Proprietary knowledge	-Negative image
-Sophisticated information system in place	-Unqualified staff
-Positive culture	-Inadequate cash flow
-Accredited	-Inappropriate marketing efforts
Potential External Opportunities	**Potential External Threats**
-Markets available to be developed	-Intense competition from substitute or complementary products
-More efficient and more effective technologies accessible	-Intense and restrictive regulation
-Rapid market growth for expansion	-Fewer consumers
-Competitors complacent	-Dynamic environment
-Favorable demographic changes	-Imposed cost constraints

The Strategic Planning Approach

This study will use the TOWS Matrix model (Dyson, 1990) as the guideline of the strategic planing approach shown in Figure2 Step 1,scan the environment by interviewing key personal in order to find out the ideas and needs of the stakeholder is the first thing to consider. At the same time, it uses the SWOT Analysis to analyze which is opportunity or threat to the organization. Then the uncontrollable and

controllable factors are identified. The uncontrollable factors, mostly the external factor, have to be assessed by using PEST Analysis (P= Political factors, E= Economic factors, S= Socio-demographic and T= Technology.)(Step 2) and forecasting the trend of those factors which will impact the organization in the future (Step 3). The controllable factors are mainly internal factors of the organization, showing strengths and weakness (step 4). The weaknesses have to be eliminated in step 5. Step 6 will use on utilitarian factors to formulate the strategic choices and finally prepare the contingency plan(Step7).

This is a useful model, not only for finding the factors for formulating the strategic implementation program, but it is also useful for developing the capacities of the organization.

Figure.6 : The TOWS Matrix Model

The process of strategy formulation (Source: Dayson, 1990)
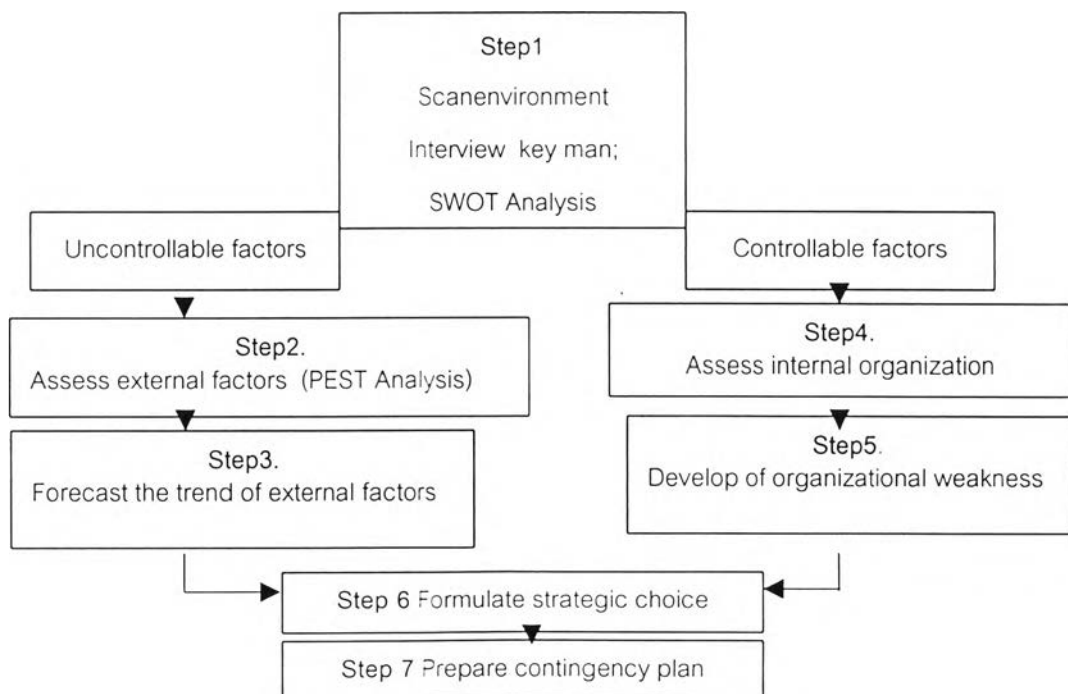
Strategy Level

Corporate-level strategies define the organization's overall direction. These "grand" strategies, which dictate how the organizational mission is to be accomplished, are of three types: (a) growth, (b) stability, and (c) retrenchment. While corporate-level strategies deal with the overall mission of the firm, business-level strategies deal with improving the competitive market position of a particular product or service line. There are three business-level strategy taxonomies: (a) Porter's generic strategies. (b) Miles and Snow's strategic archetypes, and (c) the business line life cycle.

Concept of Mission

The mission of an organization may be described as a general statement, which defines the organization's essential or fundamental purpose or philosophy. It is a statement which answers the question; "Why does this organization exist?"

Probably the main advantage of a mission statement is that it helps to give employees a clear sense of what the organization is all about. This, in turn, is likely to increase their clarity about their own objectives and increase their commitment to achieving them. As Peter Drunker has stated:

"A business is not defined by its name, statutes, or articles of incorporation. It is defined by the business mission. Only a clear definition of the mission and purpose of the organization makes possible clear and realistic business objectives."

Research by the Ashridge Strategic Management Center has indicated that in developing a mission the following guiding principles should be followed:

1. The mission should ideally be developed over a period of time, being more likely to take years than months.

2. There has to be consensus among the top team.

3. The actions of the managers will more effectively communicate their belief in the organization's values than will words.

4. It is essential for the top team to visibly support the mission.

5. There needs to be continuity in the top team to achieve the necessary consensus and to enable them to develop their ideas and attain consistency.

6. Mission statements should make an impact and reflect the personality of the organization and its leadership.

7. Strategy and values should be formulated together.

8. Managers should make clear the link between behaviors and values.

This research also showed that the development of a mission would be in appraising where the organization's strategy was changing, where the top team was unlikely to remain stable or where there were strong differences between team members.

Most mission statements include many of the following elements:

●   Customers or clients - a statement about the organization's customer or client base;

●   Products or services – a description of the organization's main products or services;

●   Technology – a description of the organization's main technology;

●   Markets – the principal market or markets in which the organization operates;

●   Employees – the organization's attitudes and beliefs about its employees;

●   Society – the organization's stance within and contribution to the wider society of which it is part;

- Public image – how the organization would like to be perceived by the public at large;

- Basic philosophy – the organization's fundamental values and beliefs. including how its members view it;

- Boundaries – the boundaries, whether geographical or other, within which the organization operates;

- Economic objectives – the fundamental economic goals of the organization. which are more likely to be expressed in terms of long-term growth and survival than short-term profitability.

Features of Mission Statements

To be effective, a mission statement should have the following characteristics:

1. It should state the fundamental *purpose* of the organization in a way that will inspire those within it.

2. It should communicate a *vision* of what the organization wants to be like.

3. Boundaries should be clearly stated so that there is a clear focus for the organization.

4. The meaning of the statement should be clear to everyone.

5. The statement should provide guidance in drawing up strategic and operating decisions.

6. The statement should contain an indication of the organization 's values sufficient to guide people's behavior.

7. The statement should reflect the character of the organization and be presented in a way that has an impact and captures the imagination.

Preparing the Mission Statement

The first step in drawing up a mission statement is to decide whether or not such a statement is needed and whether it will be supported. Assuming that the value of a mission statement has been established, the following steps will be necessary to ensure its effective introduction and to provide the guiding light for future action.

An outline statement should be prepared, probably by the chief executive, outlining his or her basic perception of the organization's purpose in accordance with the criteria outlined above, and this should then be discussed at the appropriate management team meeting. The aim at this meeting should be to gain top management commitment to the philosophy and purpose outlined and to mould the statement into something that those senior managers can identify with and give wholehearted support to.

While this top management commitment is essential, there is a danger of the discussions resulting in a statement which is either a weak compromise which fails to give the required strength and clarity of direction, or which is too convoluted to have a strong impact or convey the essential character of the organization.

The basic statement should be capable of being crystallized into a single sentence, which is readily understandable and has an immediate impact.

The next stage is to expand the mission statement into it's various components or goals. This will take into account the areas, which the organization sees, as fundamental to its overall purpose and is likely to include many of the headings listed in the above discussion of what a mission statement should contain.

In drawing up the components of the mission statement, the organization will need to take account of the expectations of the managers and employees, shareholders, consumers, and other outside bodies such as government departments. Some

assumptions will also have to be made about the future in terms of political, economic and social trends and also those that are likely to affect the particular industry or product area in which the company is operating. The organization will need to bear in mind both the external factors affecting its operations and the internal ones such as the quality of its human resources, systems and organization structure and technological developments. Finally, the mission and the philosophy behind it should be communicated to the organization's employees and, where appropriate, customers. The mission should not be communicated simply by sending out a memo, but should be presented and seen to be actively supported by members of senior management.

Organization Goals

An organization's goals can be seen as the fundamental purposes and values of that organization and are likely to be expressed in terms of future expectations. In this sense, they are really the mission statements broken down into its various components.

Formal and Informal Goals

An organization's mission and goals do not have an independent life of their own, but are products of the people of the organization. Those who are drawing up the organization's mission and goals will usually be the management board and the senior executives. However, in carrying out this exercise they will need to be aware of the constraints on them in terms of both the internal and the external environment. If the organization's goals do not take account of, for example, government policy, the economic situation, the organization' s capabilities or the attitudes of the employees, then the result may be a 'wish list' which is unattainable. Such a list would quickly fall into disrepute and would be of no practical value.

It is essential, therefore, that the stated formal goals of the organization are practical and take account of what is achievable.

The people within the organization will have their own particular goals, and it is generally agreed by writers on management that the most effective way of motivating people is to ensure that they can achieve their own goals by achieving those of the organization. If individual goals are tending to pull in a different direction, overall performance and effectiveness will be undermined.

Strategy and Objectives

Objectives state more specifically how the mission and goals of the organization are to be achieved. They identify specific aims for the organization.

Drunker states that:

Objectives are needed in every area where performance and results directly and vitally affect the survival and prosperity of the business.

He identifies eight key areas:

1. Market standing – which market the company wants to be in and the desired market share.

2. Innovation – development of new products or services to meet marketing objectives or because of obsolescence. improvements in production processes and so on.

3. Productivity – ensuring the optimum utilization of resources and the value added by the production process.

4. Physical and financial resources – the plant, machines, offices and finance required to ensure attainment of the organization's goals.

5. Profitability – return on capital, net sales and so on.

6. Manager performance and development – goal setting, job design and management development.

7. Public responsibility – in terms of the social and political responsibilities of the organization.

Objectives should have the following features:

- each objective should describe a separate and distinct contribution to the organization's mission, rather than being a combination of a number of different contributions;

- objectives should focus on the end result to be achieved rather than the means of achieving it;

- each objective should emphasize the action that leads to the end result, but not the detailed achievement that result;

- Objectives should be explicit about the nature and direction of the change required but without any specified timescale or output target.

Usually it is unlikely that the company will need to set out more than eight main organizational objectives. The headings suggested by Drucker should be sufficient to cover the main areas in which objectives need to be set, although they could be described in different ways.

Developing a Strategy

The strategic planning process is a structured way of clarifying organizational objectives, determining how those objectives will be achieved, and checking progress towards their attainment for the organization as a whole. The strategic planning horizon will usually be several years and should include an analysis of the organization as well

as of the external environment. Similarly, the process should identify those factors that are critical to the success of the organization and also opportunities for synergy.

Determinant Strategy

Following the formulation of its strategic objectives, the organization should carry out what is generally described as a SWOT analysis. As described above (page19), this is an analysis of the organization's strengths and weaknesses and the threats and opportunities in the external environment. Strengths are those aspects of the organization that it can build on, whereas weaknesses are any deficiencies in the current levels of skills, resources, processes or organization. The organization needs to be aware of opportunities that are available in the environment in a number of different areas, for example, market openings, products, social and economic developments. Threats are the other side of the coin and refer to any developments which may have an adverse impact on the organization such as increased competition, changes in demand for products, legislative or economic developments which could affect demand, or changes to the industry infrastructure.

Companies will often seek to build on existing strengths or counteract weaknesses by acquiring or merging with other companies. For example, a manufacturing company might acquire a distribution firm to improve the quality of its product delivery. When two organizations merge, the concept of synergy will be important. This means that the constituent parts should together form a whole greater than the sum of the individual parts.

The checklist below can be used to determine the effectiveness of strategic objectives:

1. Do your objectives build on areas in which your organization has distinctive strengths?

2. Do key managers support the objectives?

3. Are there both economic and non-economic objectives?

4. Are the objectives specific in terms of what must be delivered?

5. Do the objectives support the overall strategy of the organization?

6. Are the objectives consistent?

7. Do the objectives have regard to the organization's values?

Some of the other issues to be taken into account in determining corporate strategy are as follows:

- Financial criteria – in terms of the company's profitability, cash flow and time horizons.

- Risk – including:
  - The risk the company must accept;
  - The risk the company can afford to take;
  - The risk the company cannot afford to take;
  - The risk the company cannot afford not to take;

- Personal values – the organization's ethics, the personal standards and values and their acceptability and credibility.

- Internal consistency – is the strategy consistent with the business mission and the company's defined policies, or does it conflict with other strategies?

- Strategic balance – is the organization getting its strategy out of balance, depending too much on one area or moving too far from its main area of strength? Should the company 'stick to its knitting?'

Critical Successful Factors

In determining its strategic plan the organization needs to pay attention to those factors which are critical if it is to achieve success. Any such factors must be dealt with effectively if the organization is to achieve its mission and goals.

The following are common elements of critical success factors:

● Organization characteristics– eg. price advantage, service type, service quality;

● Industry characteristics – eg. Vertical integration, main competitors;

● Operating conditions – eg. capital structure, advantageous customer mix.

Critical success factors (CSFs) should help the organization decide what the top management team should focus on to lead and direct the business and manage change. They should help to plan for major contingencies and determine the plans and actions required by the organization to achieve its strategic objectives. CSFs assist in the identification of priorities for the allocation of resources, and identify the basic criteria for determining performance measures and incentives. They also assist in defining the appropriate organization design.

Critical success factors may encompass, and should take account of, all the following elements:

● Political;

● Social;

● Regulatory;

● Financial;

● New discoveries and developments;

● Market structure;

● Competitors (actual and potential);

- Pricing and cost structure;

- Customer loyalty;

- Specialization;

- Quality and quantity of supply;

- Industrial climate;

- Workforce;

- Organization;

Critical Success Factor Checklist

The following checklist can be used to decide whether critical success factors are appropriate:

- Is it generally agreed that all of the factors listed are critical to the success of the organization and that any obstacles highlighted must be overcome if the organization is to achieve its mission and objectives?

- Is the top management team committed to dealing with all the factors?

- Are the factors listed comprehensive, ie. do they all have to be dealt with if the organization is to achieve its objectives?

- Is each critical success factor devoted only to one item?

- Is there a mix of short-term and long-term factors? If all the factors are short-term there is a danger of leaving out long-term planning, and only long-term factors could mean that the organization is not taking sufficient care of short-term aims.

- There should be no more than eight factors listed, as it is usually unlikely for more than this number to be critical for the success of the organization. Similarly, a larger number is liable to lead to a lack of focus in the organization.

Action Planing

Having decided on the organization's overall objectives and agreed on the factors that are critical to their attainment, the next step is to formulate detailed action plans to decide how the various factors are to be tackled and who is to be accountable.

Drawing Up Action Steps

To draw up action steps, the following processes should be used:

1. Imagine how the project should be undertaken, from start to finish.

2. Write down each task as it comes to mind and who will be involved, both in undertaking the task and providing the support.

3. Check that all tasks are included, and where possible use the master criteria to ensure that these tasks are:

- Measurable;

- Achievable;

- Specific;

- Time related;

- Encompassing;

- Realistic;

- Stretching.

4. Clarify business assumptions that affect the work programmed and the support required from others.

5. Arrange tasks in an appropriate sequence for the critical path, ie. the tasks, which are dependent on others being completed first.

6. Estimate the time required for each task, asking other people's views where appropriate.

7. Indicate the date and time for each task to begin and end.

8. Allocate the necessary resources for each task in terms of people, equipment, materials and other resources.

9. Agree with colleagues on the appropriate review dates for reporting back on progress.

Job Analysis

Job analysis is the process of gathering factual information about a job. This information should be presented in such a way that it communicates an instant understanding of what the job is about. The output from job analysis is usually in the form of a job description.

Job descriptions have many uses, including;

- Job evaluation – to enable the organization to place a value on the job according to its relative size;

- Organization analysis – to ensure that all the organization's activities are covered and that there are no serious omissions or duplications;

- Human resource planning – to assist in identifying the numbers and types of jobs required;

- Recruitment and selection – to assist in determining the knowledge, skills and experience required to undertake the job effectively;

- Training and development – to assist in identifying any areas of knowledge, skills or experience that need to be enhanced;

- Performance management – to assist in identifying the outputs to be achieved which can then be translated into individual targets.

It is worth distinguishing between the job description, which sets out the activities within the post, and the personnel specification, which outlines the characteristics required of the individual filling the post, for example qualifications and years of experience required, skills necessary and personal attributes.

Content of Job Description

Essential information

Any job description should contain as a minimum the following;

1. Name of organization.

2. Department or section.

3. Title of job.

4. Name of jobholder (this may need to be left out in certain circumstances, particularly when a post is being evaluated and anonymity is required to encourage objectivity).

5. Job code or posts number (where applicable).

6. Date (essential as jobs can change very quickly).

7. A summary of the main purpose of the job.

8. A description of the main accountabilities or duties of the job, preferably including an indication of the approximate percentage of time spent on each.

9. An indication of any specific requirements relating to the post, eg skills required, environmental conditions.

10. Reporting relationships, particularly in terms of whom the post holder reports to and the numbers and types of direct and indirect subordinates. This may be supported or replaced by an attached organization chart.

11. Any dimensions or statistics relating to the job, eg budgets managed, forms processed.

12. Signature of post holder and post holder's boss to indicate that the job description has been agreed so or approved.

The following additional information may also be desirable:

1. Job context – the environment in which the job is carried out and how it relates to the overall work of the organization and department.

2. Decision making – the limits of authority of the job, including examples of the kinds of decision that may have to be referred upwards and the main rules, policies and procedures to be followed.

3. Communication and contacts – the main lines of communication and contact both within and outside the organization.

4. Jobs of subordinates – brief descriptions of the jobs carried out by the post holder's subordinates.

5. Working relationships – describing the way in which decisions, objectives and results are communicated upwards and downwards.

6. Problems and challenges – the most challenging aspects of the job and kinds of problems dealt with.

7. Examples of work or projects carried out by the post holder.

8. Additional information – any extra information that either the post holder or the boss feels should be included.

Features of a good job description

A good job description is one in which:

- The job content is up to date and accurate;

- The job title is appropriate to the main purpose of the job;

- The main purpose or job summary accurately encapsulates in one or two sentences the principal reason why the job exists;

- The main tasks or accountabilities are not too detailed (for example, Hay Management Consultants Ltd. generally takes the view that for professional and managerial jobs there should be a list of no more than eight principal accountabilities which should each describe what the post holder does, why he or she does it, and the end result);

- There is sufficient information for the reader with no prior knowledge of the job to gain a complete and accurate understanding of what the job entails (sufficient to be able to evaluate it if required);

- Information is presented consistently.

There are a number of ways of gathering information about jobs.

The principal ways are:

1. Observation – particularly appropriate for manual operations.

2. Interviewing the post holder – this should be the best source of information as no one is likely to know the job better.

3. Interviewing the post holder's boss – particularly where there is no one currently occupying the post being reviewed.

4. Preparing a job description questionnaire – normally completed by the post holder and countersigned by the boss.

Probably the most effective means of undertaking a thorough job analysis exercise is as follows:

- Design a questionnaire to obtain the required information (structured questionnaires with different sections are necessary to ensure consistency of information);

- Ask post holders to complete the questionnaires in draft;

- Interview the post holders to ensure that the information provided is accurate and comprehensive;

- Prepare a polished version of the job description;

- Discuss the polished job description with the post holder's boss, make any final adjustments and obtain the boss's agreement to the final version.

Where this process involves the analysis of a large number of jobs, as in a major job evaluation exercise, some stages may have to be curtailed. Whichever approach is adopted, however, the final job description should be one which is agreed by both the post holder and his or her boss. Where there are a number of similar posts, it may be desirable to compare a number of job descriptions prepared by different post holders and to produce one composite version.

As an alternative to the questionnaire and interview approach, there are in existence a number of computer-based job analysis programs. These operate by describing a number of different skill areas or behavioral competencies, and inviting the system user to select the description which is most appropriate to the job in question. A complete picture of the job can be built up. The post holder, subject to checking and verification can carry out the selection of the different levels and headings by his or her boss.

Principles of Job Analysis

In analyzing jobs the following principles should be adhered to:

The analyst must seek to understand exactly what the job is about, including the actions that are taken and the reasons for those actions. The aim is to produce a comprehensible job description, which communicates understanding of the job rather than a mere list of tasks.

The final job description should relate only to those tasks and functions that are part of the job. The impact of the individual on the job has, as far as possible, to be ignored. Where an item is not being carried out by a post holder, perhaps because he or she does not have the necessary skills or experience, but it is still part of the job, it should be included. Similarly, where an individual is undertaking activities that are beyond the scope of the job as described, perhaps because he or she is particularly adept, these should not form part of the job description unless it is officially recognized by the organization that the job has changed to include them. The analysis is of the job, not the person.

It is not the role of the analyst to make judgements about the job, but just to convey a full and accurate description.

Job descriptions should reflect the current position and not anticipate changes that may not take place, or include out – of – date information.

Literature Review

Three – quarters of USA hospitals are reported to be developing plan for restructuring, with many focussing on nursing staffing and skill mix-change as a means of reducing operating cost(Fagin & Gordon ,1996).

The importance of a development plan for an organization is obvious. Lack of involvement in the development of a national health care policy is a major problem for the nursing profession. Until the nursing profession can develop strong leadership, have a consensus to produce a voting block and acquire knowledge and become involved in the political process, nursing issues and concerns will not be an integral part of health care policy. The Nursing Council is aware of the problems and decided to develop the First National Nursing and Midwifery Development Plan (Thai Journal of Nursing Research vol. 3 No. 2,1999).

According to WHO (1978), nurses have a major responsibility for achieving the goal of "Health for All." Maglacas (1988) drew nurse's attention to gap in access to health care for the rich and the poor. She explained that improved access can be achieved by influencing health policies – at local, regional and national levels through involvement in setting, and planning programs, and allocating resources (WHO, 1996).

In the realistic complexity of subsystems, there are strengths and weaknesses that the bridge of the occupational health nursing process can identify and use to develop and implement the most appropriate plans and resources to optimize health promotion, care, and safety in the worksite. Marijorie Witman Slagle, (1998), Luddawan Youngfheungmontra (1994) argue in a study of planning activity in The Nursing Department of Hospital in Bangkok area, that the heads of the Nursing Department had planning problems because they did not have time for planning and workload. Chandrarus Tripak, (1995) reported that most of the general hospitals and regional hospitals and medical centers in the central regionThailand had incomplete strategic planning processes, characterized by lack of mission, vision, philosophy, policy and situation analysis (such as strength weakness, opportunity, threat).

Terms and definitions

In most disciplines, ordinary words are given technical meanings that precisely express what the researcher wishes to convey. In this section the concept, terms and definitions are defined as follows:

Planning is a method of trying to ensure that the resources available now and in the future are used in the most efficient way to obtain explicit objectives.

Definitions of the important terms used in this proposal elaborate on their meanings, beginning with terms associated with quality assessment and measurement.

A strategic plan is most helpful if it outlines the broad strategic direction for the organization, key result areas it wishes to achieve an analysis of the environment including competitors future development and assess organizations and future capability.

Operational plan is activity plan detailing the precise timing and mode of implementation.

Vision is having completed an analysis of the contexts the next phase is to analyze the strategic nature of what an organization is doing.

A mission state is to convey the essence of what the organization or business wish to achieve, not a description of its activities.

Goals are the desired outcome of organization activities and behaviors.

An objective is the intended result of a successful activity.

Inductive method is the way to analyze the facts comparing with theory and concept.

Quality can only be measured indirectly. Quality assessment is the evaluation of the care provided by an organization. Donabedian (1978,1980,1982,1985)

distinguished among three areas that have been used for assessment: structure, process, and outcome. In the health field, quality assessment has been the subject of long, arduous efforts to bring it from indirect structural measures to a closer measurement of the actual quality of the health care provided.

Structural assessment of quality looks at whether the organization is capable of delivering quality care. It refers to the adequacy of plant, equipment, and technology; to the qualifications of staff; to safety and governance; to policies which, when provided, indicate the potential for the delivery of quality care. Structure has been the casuist to measure and evaluate and mark the earliest approaches to accreditation. In 1996, quality assessment of managed care organizations was criticized for being largely structural in nature (Consumers Union, 1996). But even in 1997, some structural aspects of care were still considered important, such as governance of the institution and medical staff organization, organizational rules, regulations, credentialing requirements, and documented policies.

Process assessment looks at what is done and how well it is done. The focus is on performance. Process is evaluated in terms of standards and protocols established by expert professionals and the degree of compliance with them. The quality level of performance deals with whether what is done is relevant and appropriate for the patient: done well; made available in a timely manner to patients who need it; effective under usual as well as ideal circumstances; continuous with other care and care providers; performed in a way that is safe, efficient, caring, and respectful of the patient.

Outcome assessment looks at the results of care from the point of view of the consumer or patient. An *outcome* is the result of the performance or nonperformance of a function or process. It describes the effects on the recipient of the health care.

Outcome data indicates where the system is falling down from the point of view of the consumer; but it is management's responsibility to find out why. That means another level of measurement, one geared to uncovering the connection between processes, risk factors, and outcomes. Outcome indicators can show whether an organization has a good track record. But it is necessary to know what process standards are needed to achieve good and avoid bad outcomes.

Standard are expectations or requirements against which performance is measured. They can refer to structure, process, or outcomes. JCAHO standards purport to define the structures, function, and processes needed to achieve good patient outcomes. They not only name the processes or functions but also include threshold criteria or limits for what acceptable performance is. The assumption is that "How well an organization performs its primary functions has a large bearing on patient outcomes, the cost of providing effective and appropriate services, and the eventual health status of the population served" (JCAHO, 1997A,P.US – 1)

An indicator is a quantitative measurement that represents the level of performance of a function or outcome. In the health field, an indicator relates to an aspect of patient care. When compared with established criteria, an indicator can identify areas that are not doing well and warrant more detailed analysis. Although indicators report on past performance, they can trigger exploration of causes which, when found, can result in system changes that are likely to improve future care.

A solution is a change or intervention that addresses proved cause so that the problem is eliminated or reduced. Solutions can be changed in each of the following ways: in how the work is done, in the way supervision is provided, in educational programs, or in how records are kept. A solution should address proved causes and be within management resource limits.

There is a conscious effort to find solutions that are optimally acceptable to the different constituencies. If the solutions are not acceptable to management, no implementation will take place. Being successful may mean being concerned with the interests of other constituencies; success implies the need for a strategy to have the relevant people feel from the start that they are included and that they understand what is going on.

The step after getting approval for a set of solutions is to design an implementation plan. Implementation comes prior to and is different from making a solution operational. Implementation is the period when a set of solutions is being tried out and evaluated. Evaluation is a part of implementation. It is used to determine whether the solutions work. Data are collected to compare the old proof-of –problem data with data collected after the solution has been implemented and is free of bugs. Objective criteria are again needed, such as the amount of improvement required for the solution to be judged a success.

Making solution operational

A solution is said to be institutionalized, or made operational, when it becomes a standard operating procedure. This requires the integration of all facets of the solution within the organization, dealing with all the ways in which the new operations interface with other sections and staff and may require the creation of new data collection forms implementating manuals, rescheduling, additional purchasing, and a design for training.

Figure.5 : Mapping of all 9 general standards in the manual of hospital accreditation.   (Ministry of Public Health,Thailand)

(2) Organization Design and Management   (5) Policy

(3) Human Resource Management   (8) Implementation
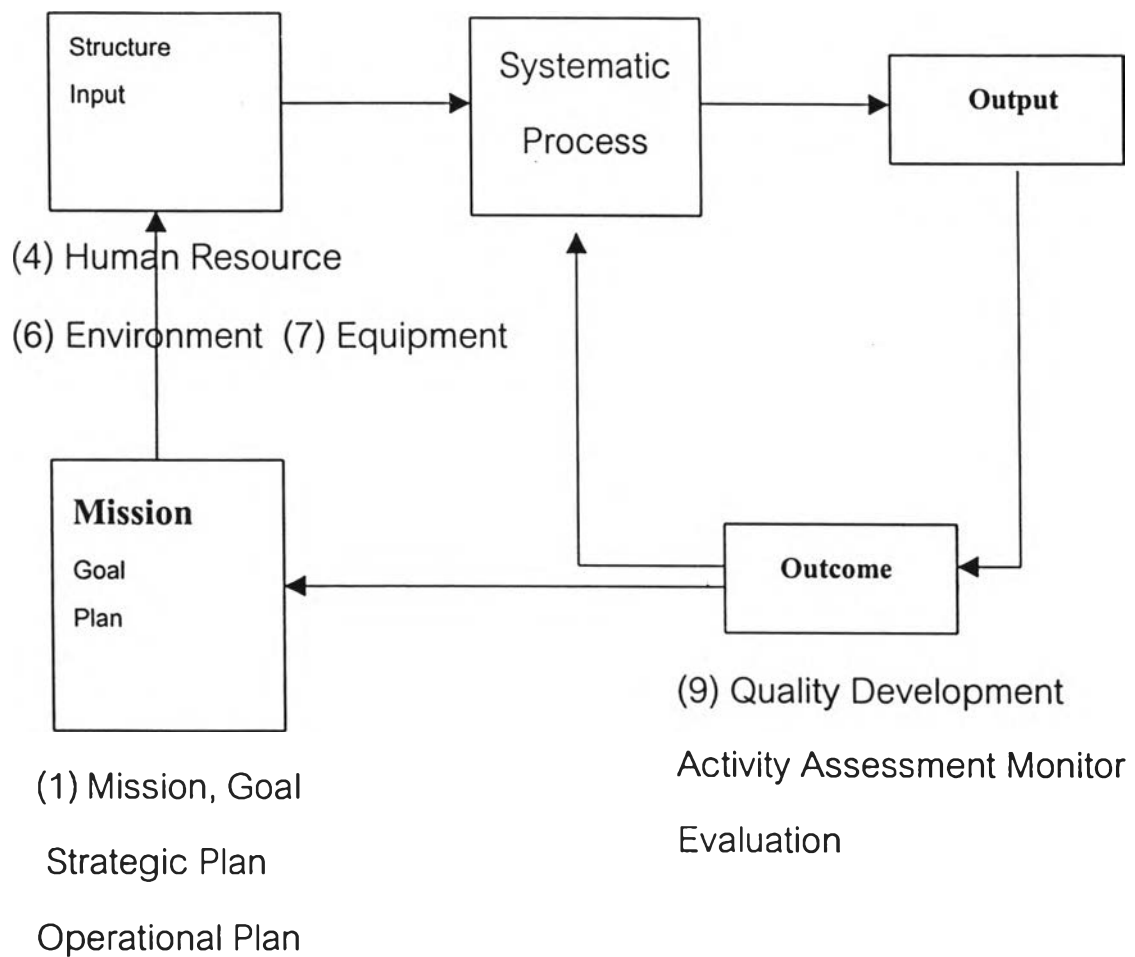
Source: The Health System Research Institute. Ministry of Public Health; Thailand:
     1997

In-depth Interview Structure Guideline Questions.

There are 30 guideline questions for in- dept interview the head nurses and the other nurses of the Emergency Room (ER) as follow;

1. How did you plan your work in the past 5 years?

2. Do you have any problem of planning?

3. What are planing problems?

4. Why is its the problem?

5. Are plans developing before making decisions?

6. Who involve in your planning?

7. How much time taken to plan this innovation?

8. Are there missions, goals, and objectives of the ER?

9. What are its missions, goals, and objectives?

10. Are missions, goals and objectives measurable, achievable, realistic and time- bound?

11. Have you learned about strategic planning?

12. How can we use strategic planning in the ER?

13. What are the key elements of strategic planning process?

14. Are the strategy and action in line with the mission, goals and objectives?

15. Can the strategies be empowering?

16. Is there assessment of external stakeholder?

17. Who are the key stakeholders?

18. How much power involvement do the key stakeholders have in decision-making?

19.What are affect performance in the ER?

20. Are there teamwork?

21.How are change managed?

22.How are conflict resolved?

23.How are logistic managed?

24.What are the systems for procurement?

25.What are the decision-making process?

26.What are the strengths, weaknesses, opportunities and threats of the ER?

27.Is there assessment of the resource base?

28.Were there any financial and budget assessment in the ER?

29.Were there any services delivery assessment in the ER?

30.How are tools or instrument used in the ER?

Self-Assessment Manual for Quality Management of Health Care Organization.

This self-assessment manual focuses on contents of the first general standard of hospital accreditation. All of the organization must assess by using this general standard. Users consist of the head and staffs of the organization at least four people.

The ways of using this manual

1. All of users must agree with the answer item that they choose. If they do not agree with the answer, they should discuss and record the answer of disagreement.

2. Each item rank by using step of organization development. Users should answer those and identify its achieving and completeness. If there is the former item writing in the answer, it means that item have been complete and achieved too.

The first general standard of hospital accreditation is including with mission, goals and objective and each main item has dividing to six-step rank of the organization development.

Gen.1.1 The statements of mission goals and objectives of an organization involve mission statement of the hospital.

(0) There are no statements of mission, philosophy of the organization.

(1) Leader states mission and philosophy.

(2) Mission statements of the organization link to mission statements of the hospital.

(3) Including former the second item, the staff members have participated in mission, philosophy and service scope.

(4) Including former the third item, the missions are stated focus on value of patient and social.

(5) Including former the forth item, the guideline of organization practicing coordinate to the other section.

Mission statements of your organization are..................................

....

....

Value and importance of your organization are.....................................

....

Philosophy of your organization is...

....

Gen 1.2 Planing of the organization has measurable and realistic goal and objective.

(0) There are no goal and objective of the organization.

(1) There are written goals of the organization.

(2) Including former the first item, there are strategic plans setting for goal achievement.

(3) Including former the second item, there are operational plans setting for measurable and realistic objectives.

(4) Including former the third item, there are monitoring and evaluation of plans.

(5) Including former the forth item, the services achieve quality improvement and efficiency.

Please writing goals and strategies of your organization below;

Goals are...

....

Strategies are...

Objectives of operational plan in a past one year are...............................

....

....

Gen1.3 Communication and understanding of implementation.

(0) There is no communication.

(1) There is one-way communication such as posters and pamphlet.

(2) There is two-way communication and encourage staff members to understand their role, behavior, and implementation.

(3) Including former the second item, the staff members can understand mean of mission statement and their roles, and manage to support and advise of goals and missions achievement.

(4) Including former the third item, there are participatory activities for goal achievement and self-behavior monitoring.

(5) Including former the forth item, there is distinct time changed.

Please sign the example of the change..

....

....

....

Table 4   Process of Corporate Strategy and the TOWS analysis.

Step 1 prepare an enterprise profile (a) the kind of business; (b) geographic domain; (c) competitive situation; (d) top management orientation.			
Internal Factors.	Step 4 Prepare a SW audit in : (a) management and organization; (b) operation; (c) finance; (d) market (e) other		
	Step 5 Develop alternative. Step 6 Make Strategic choices. (consider; Strategies, tactics, actions) Step 7 Prepare contingency plans.	List internal Strengths (S); (1)	List internal Weaknesses (W); (1)
External Factors			
Step 2 Identify and evaluate the following (a) Economic. (b) Social. (c) Political, (d) Demographic, (e) Product and Technology,	List external opportunities (O): (1) (Considure risks also)	SO: Maxi-Maxi	WO: Mini-Maxi
(f) Market and compettition Step 3 Pepare a forecast, make predictions and Assessment of the future.	List external threats (T): (1)	ST: Maxi-Mini	WO: Mini-Mini

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