

CHAPTER 4

DISCUSSION & CONCLUSION

Discussion

This study was to develop strategic planning in the Emergency Room of KhumKhuanKaeo Hospital to meet the standards of Hospital Accreditation, to study and assess the Strategic Planning Process, and to identify the main problems and factors involved in the strategic planning, including ways in which participation and initiative could be enhanced.

The research found that the ER personnel can establish a strategic plan involving the Strategic Planning Process step-by-step such as (1) establishment of vision, mission goals and the objectives for the ER (2) performing a situation analysis using SWOT analysis and TOWS Matrix (3) choosing a strategic plan and (4) setting up operational plans for implementation. Then they can evaluate the strategic planning process using the indicators of the Self-Assessment Manual for Quality Management of Health Care Organization (see page 95).

The ER personnel have better knowledge and understanding of the Strategic Planning Process. They are more motivated to development a strategic plan for quality management. The evaluation found that all participants chose an increasing level for development, from level(0) to level (2) or (3) (see page 47). The researcher can identify the main problems and factors influencing the planning process. This information will be used for the management of the ER.

The results of this study are consistent with the concept of Continuous Quality Improvement (CQI), in that the standards of the Joint Commission Association of Health Care Organization (JCAHO)for CQI in the organization adopt a performance measurement system and use indicators to assist in meeting the Accreditation Standard. This assumes that some indicators are in use, but it also includes the possibility that the organization will examine other processes with indicators created and collected by each individual organization because the organization is expected to be systematic in its approach to redesigning current processes, or acting on opportunities for incremental improvement. The recommended sequence is shown below.

- 1) Management sets priorities and selects an area or function for improvement.
- 2) Management identifies specific performance expectations or goals and establishes one or more performance measures (indicators) against which the results of improvement can be judged.
- 3) Selected indicators are used to examine whether there is a problem or an opportunity for improvement.
- 4) An examination of the process or outcome is undertaken to provide an understanding of the variables (causes) that may affect or influence the indicators.
- 5) The specific underlying factors that have led to the indicator level are identified.
- 6) Selecting and testing an improvement intervention involving narrowing the list of potential causes and possible solutions to focus on the most relevant factors capable of being influenced or changed.
- 7) Observing the effects of the intervention involves continued collection of indicator data, as before, to make comparisons possible.
- 8) Communicating the result of the intervention.

9) Implementing the intervention (making it operational).

10) Periodic monitoring of intervention follows to provide continued assessment and ensures that improved performance is maintained at a desired level.

The quality improvement activities are to focus on improving both systems and individual performance. The interdependence and shared responsibility of all departments in improving the quality of patient care and services is acknowledged by all members of the organization.

Conclusion

Conclusions drawn from this study include the fact that the researcher wanted to study and assess the process of strategic planning for developing a strategic plan in the ER of Khumkhuankao Hospital aimed at meeting the standards of Hospital Accreditation. The researcher identified ways in which all participants developed strategies for improving quality of planning including the main problems influencing the strategic planning process of the ER.

Tools for the situation analysis were SWOT analysis and TOWS matrix, which provided the strategic plan with internal and external analyses in terms of the organization's weaknesses and strengths including environmental threats and opportunities.

In summary, the following major conclusions emerged from this study:

1) The ER nursing personnel (twelve participants) can involve themselves in establishing a strategic plan and they want the opportunity to develop it to meet the standard of Hospital Accreditation.

2) The ER nursing personnel seem to have better knowledge and understanding of the strategic planning process. As a consequence, they are more motivated and can use the experience from participating in this study to help them reduce the problems facing the ER.

3) More development of management for quality is ensured, through the newly established process of quality planning, quality control and quality improvement for the ER of Khumkhuankaeo Hospital.

4) The researcher can identify the main problems and factors that influence the planning process of the ER so the participants can use this information to manage the ER more efficiently.

5) Though a degree of the Strategic Planning Process is now used, it is still not sufficient to meet the requirements of the standard of Hospital Accreditation. Strategic planning is based on a broad range of assessment. The planning process uses the Continuous Quality Improvement (CQI) concept focusing on (1) the administrative and the clinical process (2) asking, "how can it be improved?" (3) In attempts to prevent errors, all organization members are responsible through project teams and (4) inspiring hopes. Personnel of the ER seem to understand the concept of the Strategic Planning Process. They are actively involved in developing and sustaining an environment that facilitates continual improvement in the quality of patient care and service for meeting the standard of HA.