Comparison of Baldrige Criteria of Strategy Planning and Harrison Text

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Abstract: The strategic planning model is extensively explored and researched within healthcare operations. Researchers have outlined specific criteria for this process, which are published and widely studied. The Baldrige model and Jeff Harrison's model each provide their own set of criteria, outlining the essential elements required to develop and implement a robust strategic plan. To gain a comprehensive understanding of this topic, a thorough analysis of both models was conducted to identify consistencies and variations. Upon comparing the two models, several similarities and differences emerged. Both models emphasize the significance of stakeholder involvement, consideration of external organizational competition, the role of transformational leadership, fostering diversity in the workplace, and utilizing SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis as integral components of an effective strategic plan. However, distinctions arise in areas such as external and internal analysis, leadership styles, and the steps involved in the SWOT analysis. Harrison identifies two leadership styles, transformational and transitional, whereas Baldrige focuses solely on transformational leadership. Baldrige also emphasizes external factor analysis, while Harrison highlights the importance of conducting internal and external analyses to determine where a SWOT analysis is needed within the organization. Furthermore, Harrison's model presents a more elaborate approach to the SWOT analysis by incorporating force field analysis, which differs from Baldrige's approach. Although disparities exist between the two strategic planning models, they share similarities in their criteria and objectives.

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1. Introduction

The establishment of the Malcolm Baldrige National Quality Award program by Congress in the late 1980s aimed to drive improvements in the quality and efficiency of American industry [1]. The Baldrige Healthcare Criteria for Performance Excellence encompasses six categories of performance action items: Leadership, Strategic Planning, Customer Focus, Workforce Focus, Operations Focus, and Results. Leadership, strategic planning, and customer focus form the leadership triad, strategically grouped due to their interconnectedness [2]. Effective strategic planning and strong relationships with patients and stakeholders depend on the organization's leadership. A remarkable leader inspires, mentors, encourages, and communicates effectively with everyone in the organization to develop a successful strategic plan. This plan should address technical and profitability matters and non-technical aspects like patient satisfaction, retention, quality and safety, and competition. This discussion will focus on strategic planning, comparing The Baldrige Criteria for Performance Excellence to the principles outlined in the Harrison text. This analysis will highlight the strengths and weaknesses of strategic planning during both its development and implementation phases.

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Strategic planning extends beyond strategy formulation and includes action planning and plan implementation. The role of strategies not only comes into play once the plans are created but also involves adapting plans if circumstances require it and evaluating achievements once the plans yield results. Planning helps anticipate unfavourable future events by effectively predicting potential challenges. Organizational sustainability and the competitive workplace environment should be the organization's primary concerns when implementing strategic planning (table 1).

Table 1: Three Versions of the Baldrige Excellence Framework

Type	Industry
1. Business / Nonprofit Baldrige Excellence Framework	Manufacturing, Service, Small Business, Non-Profit, and Government Sectors
2. Health Care Baldrige Excellence Framework	Healthcare Organizations
3. Education Baldrige Excellence Framework	Educational Organizations

In Essentials of Strategic Planning, Harrison discusses the models of transactional and transformational leadership, exploring which model is more suitable for healthcare leaders. The text draws similarities and differences compared to the principles outlined in the Baldrige Criteria for Performance Excellence. Additionally, the textbook emphasizes the significance of strategic planning in establishing and nurturing relationships with stakeholders (fig. 1).

Figure 1: Baldrige Criteria Categories and Items [2]

1. Leadership
    1.1 Senior Leadership
    1.2 Governance and Societal Responsibilities
2. Strategy
    2.1 Strategy Development
    2.2 Strategy Implementation
3. Customers
    3.1 Voice of the Customer
    3.2 Customer Engagement
4. Measurement, Analysis and Knowledge Management
    4.1 measurement, Analysis, and Improvement of Organizational Performance
    4.2 Knowledge management, Information, and Information Technology
5. Workforce
    5.1 Workforce Environment
    5.2 Workforce Engagement
6. Operations
    6.1 Work Processes
    6.2 Operational effectiveness
7. Results
    7.1 product and process results
    7.2 Customer-Focused results
    7.3 Workforce Focused results
    7.4 Leadership and Governance Results
    7.5 Financial and Market Results

2. Comparisons

2.1. Strategy Development

Strategic planning relies on the leadership team, mission, vision, and culture as its foundation. These elements contribute to objective development, plan management, performance measurement, and stakeholder relationships [3]. According to Harrison and the Baldrige Performance Excellence Program, stakeholders in any organization encompass the board of directors, staff, physicians, patients, insurers, community groups, key suppliers, and government agencies.

The Baldrige criteria define the initial step in strategy development as preparing for the future. This entails identifying the planners and their objectives. Service designs and customer engagement are excluded from the overall strategy, while objectives include addressing location challenges, response time, leadership actions, relationship management, and quality enhancements.

The criteria encompass SWOT analysis, considering stakeholders, expectations, culture, safety policies, innovation, and comparable organizations [2].

Baldrige outlines key strategic objectives, including challenges, advantages, innovation opportunities, core competencies, short and long-term goals, key stakeholders, and adaptability to market shifts. Harrison relates strategic objectives to transformational leadership, emphasizing communication as a primary strategy. Effective communication and information distribution among personnel enhances organizational understanding and commitment [3]. Current industry employees expect frequent and open communication regarding performance, funding, leadership intuition, and cultural development [4]. Baldrige and Harrison highlight the importance of innovation and maintaining market relevance amidst industry changes.

"Strategy Development" encompasses an organization's ability to prepare for the future. Successful implementation requires leaders capable of developing a process to embrace and direct change, fostering growth and prosperity [3]. Baldrige emphasizes the significance of identifying growth opportunities through innovation [2]. At the same time, Harrison underscores the role of transformational leadership and operational support in achieving operational success and long-term well-being in the industry [3]. Motivating and promoting staff is crucial for leaders, as it increases production and recognizes employees as valuable resources [5]. Strategic planning should address an organization's ability to mobilize necessary resources and knowledge, with leadership motivation being a key driver for success [2]. The Baldrige criteria also emphasize systematic risk assessment for current and new ventures.

Organizations must establish a well-developed mission, vision, and culture to determine success and associated risks. The mission guides priorities, actions, and responsibilities, while the vision represents broad aspirations over time, extending beyond a mere checklist item. Culture is integral to strategic planning, evolving with major changes and capitalizing on strengths. Clear roles and communication in a thriving culture that achieves quality and outcome improvement prevent blame and foster collaboration [6]. Harrison shares a similar perspective on culture, emphasizing its implementation and the need for stakeholders to work towards a common goal and purpose [3].

Ownership type influences planning, with various forms such as non-profit, for-profit, government-owned, joint ventures, and speciality practices identified by Harrison. Non-profit organizations often employ inductive reasoning models, allowing them to address issues and shape policies over time through stakeholder consensus [7]. Harrison also addresses the strategic challenges faced by non-profits, such as delayed acquisitions due to operational shifts and the need to align initiatives with their mission for growth [3]. The Baldrige Criteria and Harrison text exhibit strong correlations, particularly regarding the concept of "strategy." Harrison emphasizes transformational leaders' different strategies, including integrity, hands-on involvement, communication, meetings, and mission focus. Baldrige adopts a broader perspective on strategy within strategy development, encompassing various aspects such as new services, redefined groups, intelligent risks, core competencies, revenue growth, divestitures, partnerships, alliances, and relationships [2]. Although their approaches to strategy differ, both texts recognize their vital role in strategic planning.

The type of ownership greatly influences organizational planning, as Harrison (2016) highlighted. Non-profit, for-profit, government-owned, joint ventures, and speciality practices are identified as different ownership types. In the context of strategic planning for non-profit organizations, Bryson's model of change was implemented and analyzed. The model emphasizes inductive reasoning, which proves effective for public and non-profit entities. This approach involves addressing issues and using them as a guide to shape new policies over time, with consensus among stakeholders [7]. Harrison's perspective aligns with this, noting that non-profit strategies often experience delays in acquisitions due to operational shifts, prompting a focus on mission-driven growth initiatives [3].

There are notable correlations between the Baldrige Criteria and Harrison's text, particularly in their use of "strategy." Harrison emphasizes transformational leaders' various strategies, such as maintaining integrity, hands-on involvement, effective communication, conducting meetings, and keeping the organization's mission in mind. The text also emphasizes the need for leaders to balance their authority, delegating responsibilities through establishing a leadership team. On the other hand, the Baldrige Criteria broadens the concept of strategy within the context of strategy development. Baldrige encompasses a range of strategic elements, including the introduction of new healthcare services, redefining patient and stakeholder groups, taking intelligent risks, developing new core competencies, achieving revenue growth through acquisitions, grants, and endowments, divestitures, forging new partnerships and alliances, and establishing new staff or volunteer relationships [2]. While Harrison presents strategy as a step-by-step process, Baldrige focuses on applying strategy in various aspects. Despite the differences in their presentations, both texts emphasize the importance of strategy in strategic planning.

3. Strategy Implementation

3.1. Action Plan Development and Performance Projections

Strategic planning is a vital process that establishes a management system to effectively steer business operations through thoughtful decision-making and coordination. Organizations must consider various essential aspects to successfully implement a strategic plan, including patients, employees, costs, resources, and quality. The Harrison textbook and the Baldrige Criteria offer valuable approaches to achieving strategic planning success. They both recognize the importance of developing and executing action plans as part of the strategic planning process. Furthermore, these approaches acknowledge the interconnected nature of analyzing an organization's strengths and weaknesses while envisioning its future growth.

According to the Harrison textbook, strategic planning is how an organization determines its future trajectory by defining the necessary actions to shape it. It involves setting objectives and techniques for measuring ongoing performance [3]. On the other hand, the Baldrige Criteria, known for promoting organizational excellence, provides a comprehensive framework comprising seven categories: leadership, strategic planning, customer focus, measurement, analysis and knowledge management, workforce focus, process management, and results [8].

In this discussion, we will explore the similarities between the Baldrige Criteria and the Harrison textbook regarding their strategic planning approaches. We will also highlight any contrasting aspects between the two readings. Finally, we will propose an integrated concept that combines the strengths of both sources to create a comprehensive strategic plan. By considering the needs and challenges of operations, generating innovative ideas, and aligning them with the organization's objectives, readers will gain the ability to effectively serve and prioritize their organization's goals.

The Baldrige Criteria and the Harrison textbook present concepts of strategic planning that share several similarities. One key similarity is their emphasis on the importance of organizational alignment. Strategic alignment involves connecting an organization's structure and resources with its strategy and business environment to improve performance [9]. Both sources recognize the significance of this alignment for organizational success [3] [2]. They highlight that creating and maintaining alignment and consistency is a foundation for setting priorities and communicating them for ongoing improvement activities.

To illustrate the alignment of resources, consider the example of Unity Health Care (UHC). When UHC took on a new initiative focused on Information Governance (IG), they aimed to ensure that decision-makers at various levels had real-time access to information. However, implementing such a system organization-wide posed challenges that required establishing standards and policies to best serve the community. UHC approached this challenge by breaking down IG into manageable parts, building momentum within the organization. UHC successfully implemented the required standards and policies by understanding their organization and making informed decisions about what would work during the alignment process [10].

Another notable similarity between the Baldrige Criteria and the Harrison textbook is their approach to action plan development. The Baldrige Criteria examines an organization's strategic planning process for creating strategic objectives and action plans. Strategic planning encompasses an organization's overall performance and business plan, while strategy implementation focuses on deploying new action plans to achieve future or targeted goals. In the Baldrige Criteria [2], this process begins with development, followed by implementation. During the development phase, short- and long-term goals and key planned changes are identified [2]. Similarly, the textbook describes various strategic planning tools, such as force field analysis, which identifies changes beneficial to patients in the short and long term, and gap analysis, which evaluates the organization's current standing and future goals. These tools align with the Baldrige Criteria's initial phase, emphasizing identifying key changes to further the organization's objectives and address future needs [3] [2].

Both sources stress the importance of long-term goals and the ability to project and compare the organization's performance with competitors. They highlight that projecting future performance helps detect and mitigate competitive threats, reduce reaction time, and identify opportunities [2]. Leaders can develop sound strategic plans and financial targets by comparing internal data with industry-wide benchmarks and competitor analysis [3]. These statements underscore the shared perspective on utilizing projections and long-term goals to benefit the organization and gain a competitive advantage.

Overall, the Baldrige Criteria and the Harrison textbook align their views on strategic planning, emphasizing organizational alignment, action plan development, and the significance of long-term goals and competitive projections. By integrating these insights, organizations can enhance their strategic planning efforts and achieve sustainable success.

3.2. Stakeholders' Role in Strategic Planning

In the healthcare industry, stakeholders involved in strategic planning include the CEO (Chief executive officer), board of directors, physicians, nurses, hospital staff, patients, and relevant government agencies. The Baldrige Criteria adopts a strategic quality perspective that places the patient at the forefront. It emphasizes developing strategies to enhance patient care and satisfaction while engaging all stakeholders in fulfilling the organization's mission.

The CEO plays a crucial role in building a high-performing team that supports the organization's objectives. They possess the financial insight to support strategic initiatives and oversee the execution of strategic plans. The CEO's leadership ensures the direction set during the planning phase is effectively implemented. In some healthcare organizations, the chief financial officer (CFO) may also act as a project manager, handling the challenge of providing accurate and timely information. The CEO can seek guidance from the board of directors as needed.

Strategic planning comprises two main components: strategy development and strategy implementation. Both stages involve analyzing the organization's objectives and action plans [2]. In healthcare, the Chief Information Officer (CIO), senior marketing executive, and Chief Medical Officer (CMO) play key roles in executing these strategies. The CIO oversees information systems, the marketing executive directs marketing efforts, and the CMO focuses on enhancing patient care. Collaboration between these leaders and the board of directors influences the nature of the strategic plan. It is essential to foster accountability within the organization, ensuring employees understand one another, adapt to uncertainties, and be prepared to adjust their actions if necessary [11].

After the strategic plan is developed, it is vital to assess its strengths, weaknesses, opportunities, and threats [2]. This analysis includes evaluating the feasibility and practicality of plan implementation. The organization must consider the availability of resources and employees who can contribute to the plan's success. Resources encompass human resources, funding, and employee time for the necessary activities. Baldrige suggests studying technological advancements and financial expenditures as part of planning. Continuous improvement and learning should be integrated into the organization's workflow. Performance measurement can be conducted using established national standards such as the HEDIS (Healthcare Effectiveness Data and Information Set) measure set and the Consumer Assessment of Health Plans survey (CAHPS). These metrics enable the organization to assess the plan's effectiveness based on the results obtained.

By following these strategic planning principles, healthcare organizations can ensure alignment, effective implementation, and performance improvement, ultimately enhancing patient care and satisfaction.

3.3. Transformational leadership

Transformational leadership plays a significant role in strategic planning, enabling leaders to predict and influence productive employee behaviour. This leadership model emphasizes flexibility, selflessness, and interpersonal motivation to inspire individuals to work at their fullest potential [3]. Within the strategic planning framework, the Baldrige Criteria emphasizes the importance of action plans that support the organization's mission, vision, and goals [2]. To effectively implement a strategic plan, leaders should adopt a multi-methodology approach.

Strategic workforce planning in healthcare acknowledges that accurately evaluating the long-term future can be challenging due to various external factors [12]. Given this complexity, utilizing the transformational leadership model can enhance employee satisfaction and contribute to achieving organizational goals, even in uncertain circumstances.

Furthermore, the implementation phase of a strategic plan heavily relies on the type of leader in place, as leaders significantly influence their employees' work. Harrison describes transformational leadership as inspiring employees to strive for greatness through intrinsic motivation [3]. This methodology fosters a shared vision that unites employees to work towards a common goal. The Baldrige Criteria highlights the importance of inclusive action plans considering human resources and workforce planning to support the overall strategy [2]. This means that strategic plans should encompass staff retention and recruitment strategies to ensure a competent workforce that aids in goal achievement.

For instance, a healthcare leader who prioritizes staff training and remains updated on best practices recognizes that employee competence directly impacts patient safety and satisfaction. Strategic planning involves implementing changes to achieve an organization's mission, vision, and goals, and transformational leadership plays a significant role in managing and leading change. It promotes a workplace environment that fosters organizational justice and facilitates the implementation of reforms [6].

The theory of transformational leadership consists of four components that help leaders and followers elevate each other to higher levels of motivation. These components are intellectual stimulation, individualized consideration, inspirational motivation, and idealized influence. Intellectual stimulation encourages the leader to challenge the status quo, foster creativity, and view issues from new perspectives, aligning with the Baldrige Criteria's emphasis on capitalizing on innovation opportunities in strategic planning.

Individualized consideration entails nurturing relationships, providing support, and encouraging individual growth among followers, aligning with the Baldrige Criteria's focus on considering the needs of all key stakeholders in strategic planning [2].

Inspirational motivation requires the leader to have a clear vision articulated in a charismatic manner, which relates to the Baldrige Criteria's aim to ensure a clear vision is communicated to stakeholders during the development phase of the strategic plan.

By integrating transformational leadership into strategic planning, leaders can effectively motivate and engage employees, align organizational goals, and foster a collaborative and innovative environment conducive to successful implementation.

3.4. External Business Competition

Strategic Planning in the healthcare industry can be defined and approached differently. While it involves the development of strategic objectives and action plans [2], according to Harrison [3], it is also about determining the organization's future direction and shaping its operations accordingly. Despite these distinct definitions, both perspectives share common elements, such as analyzing external competition, financial planning, and ensuring quality of care. Participating in industry-related events can enhance the leadership skills of CEOs, and strategic planning emphasizes shared responsibilities and the value of every employee, fostering a sense of accountability and importance within the organization. Additionally, maintaining industry ties contributes to building the organization's reputation.

When crafting a strategic plan for a healthcare facility, leaders must consider various factors that impact the broader market, a point of agreement between Baldrige and Harrison. This includes understanding local demographics, competitors, and other businesses. At a national or global level, factors such as government healthcare coverage, participation in health systems, the rise of speciality hospitals, and the growth of ambulatory surgery centres should be considered [3]. To ensure the successful implementation of a strategic plan and achieving objectives, it is crucial to consider the current position and dynamics of the healthcare market. Given the increasing complexity of healthcare business operations, leaders must closely examine all healthcare market aspects to develop a robust strategic plan.

4. Diversity at Workplace

In today's modern workforce, diverse backgrounds and experiences among co-workers are prevalent. It is crucial to recognize and value this diversity. In healthcare organizations, embracing diversity becomes even more important as the U.S. population diversifies, leading to a more diverse patient group. For healthcare providers to effectively meet the needs of their patients, they must integrate services that cater to the diverse population. Harrison [3] states that embracing diversity in strategic planning can significantly reduce population health disparities. Furthermore, the diverse skills and experiences within an organization enable it to thrive on a global scale.

Baldrige Criteria supports this perspective, emphasizing the significance of diversity in sustaining a profitable healthcare business. Encouraging diversity not only promotes high productivity but also increases profit margins and return on investments. It fosters inclusiveness in the workplace and inspires employees to perform at their best [13]. Diversity brings a broader perspective to the organization, offering resources to solve challenges and issues. It creates an engaged workforce that is motivated and dedicated to their work.

By embracing and leveraging diversity, healthcare organizations can enhance their strategic planning efforts, deliver better patient care, and create a more productive and inclusive work environment.

5. Financial Management

When it comes to the financial aspect of establishing a strategic plan, healthcare organizations must consider cost and long-term profitability. In an increasingly competitive and regulated healthcare industry, organizations must navigate market factors and seek capital access to ensure survival [3]. Cost reduction becomes a crucial factor in effectively planning and implementing business strategies. This requires the involvement of a financial leadership team that conducts audits to ensure that expenses align with the strategic plan and reviews the allocation of hospital resources within operations.

The ultimate objective of a strategic plan in a healthcare organization is to efficiently operate the business while delivering high-quality care to patients or clients. In order to achieve this, it is essential to involve and consult physicians at various stages of strategic plan development. Physicians are directly involved in patient care and provide the services for which the organization receives payment. By fostering collaboration and brainstorming sessions between administrators and physicians, the quality of care can be enhanced, ultimately adding value to the organization. The value of a healthcare organization is determined by the willingness of patients or customers to pay for the services received [3]. Research has indicated that "physician involvement in strategic planning may be critical to developing strategies that enhance the quality of care delivery

in hospitals" [14]. Therefore, a robust strategic plan focused on quality care should actively engage physicians in both the creation and implementation phase (fig.2).
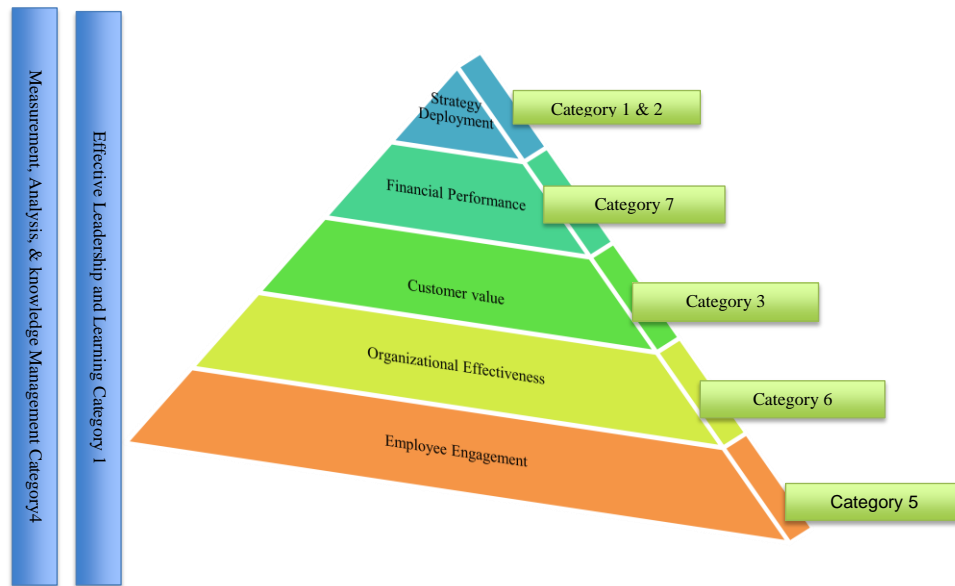

Figure 2: Hierarchy of organizational needs

5.1. SWOT Analysis- Comparisons

Baldrige and Harrison share a common ground regarding the strategy development process, particularly through SWOT analysis. SWOT, which stands for Strengths, Weaknesses, Opportunities, and Threats, is a technique employed to assess an organization's position and identify areas that require adjustments. It involves a comprehensive examination of internal factors, such as strengths and weaknesses, and external factors, including opportunities and threats present in the environment [3]. A SWOT analysis is a valuable tool for gaining insights into an organization's current state and aids in formulating strategies for growth and adaptation. While the example below illustrates a typical SWOT analysis matrix, it is important to note that various industries may employ different formats and diagrams to suit their needs (fig.3).

Strengths	**Weaknesses**
• State-of-the-art equipment • Investments • Highly competent personnel	• Ageing facilities • Insufficient management training • Lack of financial resources
Opportunities	**Threats**
• Acquisitions and Mergers • Development of new programs • Increased funding for healthcare informatics	• Political/economic instability • Increasing cost of technology • State/federal budget deficits

Figure 3: SWOT Analysis

A SWOT analysis consists of four distinct steps. The first step entails gathering essential data, which may include information on population demographics, community health status, or sources of healthcare funding. In the second step, this data is carefully organized into four categories: strengths, weaknesses, opportunities, and threats. These categories provide a structured framework for evaluating the internal and external factors affecting the organization. Moving on to step three, a SWOT matrix is created for each business option or strategic alternative being considered. This matrix helps visualize the relationships between each option's identified strengths, weaknesses, opportunities, and threats. Lastly, the insights gained from the SWOT analysis are integrated into the decision-making process in the fourth step. By thoroughly examining the SWOT analysis, decision-makers can identify the most suitable and promising option for achieving the objectives of strategic planning [3].

5.2. Strengths

An organization's strengths are the factors that have contributed to its exceptional performance. These strengths can encompass various aspects, such as the utilization of cutting-edge medical equipment, investments in healthcare informatics, a dedication to community healthcare improvement projects, or the presence of highly skilled personnel. In a study conducted by Duarte, Goodson, and Dougherty in 2014, they examined the best practices in innovation among 15 recipients of the Malcolm Baldrige National Quality Award. The findings revealed that Baldrige winners exhibited a higher level of engagement in strategic planning for innovation. They actively pursued innovation initiatives, set clear goals, executed action plans more effectively, and sought greater stakeholder involvement [15].

Innovation, which involves the creation of new ideas, processes, technologies, products, or business models, can be a significant strength for any organization. Innovation may be explicitly included when conducting a SWOT analysis as part of the strategic development process. The study by Duarte et al. demonstrated that some Baldrige winners demonstrated their commitment to innovation by setting specific goals and developing action plans to achieve them. The study revealed that 100% of the Baldrige winners had a dedicated strategic plan for innovation [15]. This emphasizes the vital role of innovation in driving organizational success and highlights its integration into strategic planning.

5.3. Weakness

In contrast to strengths, weaknesses refer to organizational elements contributing to increased healthcare costs or decreased quality. With the implementation of the Affordable Care Act, hospitals faced challenges in obtaining the necessary financial and human resources to adapt to the changing healthcare landscape. The shift from volume-driven fee-for-service care to managing chronic diseases and value-driven episodes of care posed difficulties for hospitals [3].

Common weaknesses in healthcare organizations include ageing facilities, underutilization of healthcare informatics, inadequate management training, limited financial resources, and organizational structures that hinder collaboration with other healthcare entities. Additionally, a high proportion of uninsured or Medicaid patients can have a negative impact on an organization's financial performance [3]. These weaknesses can impede the organization's ability to provide optimal care and operate efficiently in the evolving healthcare environment.

5.4. Opportunities

Opportunities are considered promising avenues for new business ventures within an organization. These opportunities can arise from various sources, such as collaborations in developing healthcare delivery networks, increased funding for healthcare informatics, or partnerships with communities to establish innovative healthcare programs [3]. The Baldrige criteria also acknowledge that opportunities can emerge from organizational acquisitions and mergers, which are prevalent in the dynamic healthcare industry.

By recognizing and capitalizing on these opportunities, organizations can expand their reach, enhance their services, and create mutually beneficial partnerships. Embracing new ventures and strategic collaborations allows healthcare organizations to stay at the forefront of advancements, adapt to evolving industry trends, and effectively address the needs of patients and communities.

5.5. Threats

Threats encompass external factors that pose challenges or risks to an organization. These threats can arise from various sources and potentially negatively impact healthcare organizations. Some examples of threats include political or economic instability, the growing demand for expensive medical technology that may not be cost-effective, increasing budget deficits at the state and federal levels, funding cuts in the healthcare sector, rising technology costs, and the possibility of reduced access to capital [3].

One prevalent threat that many healthcare organizations face is the churn rate, which measures the rate of new patients compared to existing patients. Hospitals should maintain a churn rate of around 15 percent of new patients annually as a benchmark for success. A high churn rate can indicate challenges in patient retention and may require strategic interventions to attract and retain patients effectively.

Understanding and proactively addressing these threats is crucial for healthcare organizations to navigate the complex landscape and ensure sustainability. By recognizing potential threats and implementing appropriate strategies, organizations can mitigate risks, adapt to changing circumstances, and maintain a strong position in the healthcare industry.

5.6. Gap Analysis

Another point of convergence between the Baldrige criteria and Harrison's perspective is the concept of gap analysis. Harrison defined gap analysis as assessing the disparity or "gap" between an organization's current position and desired state [3]. An enlightening article by Spagnol [16] that explores category 2, strategic planning, of the Baldrige criteria raises an important question regarding the criteria's ability to foster strategic planning across all organizations. Spagnol explains how the Baldrige criteria assist organizations in precisely identifying gaps in their planning processes. Once these gaps are recognized, organizations can close them, enhancing the effectiveness of their planning processes [16].

Within strategic planning, a gap analysis can prove valuable in understanding an organization's specific needs. Organizations can effectively address these issues by identifying and quantifying areas of deficiency and shortcomings through gap analysis. This process enables stakeholders to prioritize the identified gaps, ensuring that the most significant ones are addressed first.

By utilizing gap analysis as a tool in strategic planning, organizations gain insights into their areas of improvement and can strategically allocate resources to bridge those gaps. This approach promotes a more focused and effective planning process, leading to achieving organizational objectives and continuous improvement.

5.7. Contrasts

Although Harrison's text and the Baldrige Criteria share some similarities, they have notable differences. In addition to discussing transformational leadership, Harrison introduces the concept of transactional leadership. Transactional leadership focuses on rewarding good performance and addressing poor performance. While this approach may yield immediate results, it can have a negative impact on long-term goals, as employees may not feel aligned with the organization's common goal. In contrast, the Baldrige Criteria emphasize strategic planning for long-term outcomes and include all stakeholders to effectively plan and achieve the organization's mission, vision, and goals.

Another difference lies in the strategic planning analysis methods. While the Baldrige Criteria primarily utilize SWOT analysis, Harrison introduces force field analysis as an extension of SWOT analysis. Force field analysis goes beyond identifying strengths, weaknesses, opportunities, and threats. It delves into the driving and hindering forces that influence organizational change. This analysis seeks to answer the "why" behind these factors rather than just identifying "what" they are. Helping forces propel the organization towards its goals while hindering forces impede progress. To move forward, an organization must ensure it's helping forces outweigh its hindering forces. A comprehensive force field analysis should consider organizational values, stakeholder needs and goals, address ideas, and acknowledge stakeholder concerns.

Furthermore, there is a difference in focus between the Baldrige Criteria and Harrison's writing regarding internal analysis in strategic planning. The Baldrige Criteria emphasize external factors and perform a SWOT analysis. At the same time, Harrison presents a more specific model for analyzing the internal environment. Harrison's Healthcare Strategic Planning Model follows a sequential order, including Organizational Vision and Values, Mission, Healthcare Strategic Plan Development, Development of Critical Success Factors, Gap Analysis, Operational Planning, and evaluation of performance, before the cycle begins again. This continuous process ensures ongoing analysis to identify areas and methods for improvement.

6. Conclusion

Harrison's text and the Baldrige Criteria contribute valuable components to the strategic planning process. While Harrison introduces transactional leadership and force field analysis, the Baldrige Criteria prioritize long-term strategic planning and inclusive stakeholder involvement. The Baldrige Criteria emphasize SWOT analysis and external factors, whereas Harrison's model focuses on internal analysis. By considering these different perspectives and approaches, organizations can enhance their strategic planning efforts and work towards achieving their objectives. The Harrison text and the Baldrige criteria contribute important elements to the strategic planning process. Regardless of the chosen approach, effective healthcare planning starts with strong leaders communicating the organization's vision, mission, and values. The primary focus of strategic planning discussions should always be the quality of care provided to the patients. To deliver higher-quality care while controlling costs, organizations must prioritize their mission, regularly monitor performance, actively engage in continuous quality improvement, and foster strong relationships with stakeholders. Organizations can achieve success in strategy development and implementation by staying committed to their goals and keeping the patient's well-being as the central focus.

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