

Assessment 1 Instructions: Organizational Analysis

Conduct a five-part organizational analysis of a health care organization of your choosing. There is no page limit for this assessment; provide as much detail and information as possible in a direct and concise way.

Note: The assessments in this course build upon each other. Therefore, you are strongly encouraged to complete them in the order in which they are presented.

This assessment challenges you to articulate how an organization can best implement the Affordable Care Act to optimize outcomes.

Before you create and submit your deliverables, select a familiar health care organization to use in each assessment in this course. Choose the organization where you currently work, an organization where you have previously worked, or an organization where you might like to work in the future.

Demonstration of Proficiency

By successfully completing this assessment, you will demonstrate your proficiency in the following course competencies and assessment criteria:

- Competency 1: Analyze organizational vision, mission, culture, and strategy relative to the external environment. (L7.2, L9.3, L16.4)
 - Analyze the environmental factors, including legal and regulatory ones, that affect the success of a health care organization.
 - Analyze outcomes relative to the organizational directional strategy.
 - Identify gaps in desired versus actual organizational performance.
 - Propose evidence-based recommendations to close gaps identified in the organizational assessment.
- Competency 2: Assess personal leadership competencies relative to the organizational need. (L2.4, L14.4, L22.4, L19.2, L7.2, L10.5)
 - Describe the critical success leadership competencies needed to achieve organizational outcomes.
- Competency 5: Communicate in a manner that is scholarly, professional, and consistent with expectations for professionals in health care administration. (L6.1, L6.2, L6.3, and L6.4)
 - Write coherently, concisely, logically, and with strong support from relevant professional resources, in an appropriate format, with correct grammar, usage, and mechanics as expected of a health care administration professional.

Instructions

Conduct an organizational analysis for your selected organization. Incorporate each of the following parts and be sure you carefully read the requirements for each.

Deliverables

Parts 1–3 of this five-part assessment will guide the recommendations you make in Part 4, and help determine what form of leadership is needed in Part 5.

- **Part 1:** SWOT or PEST Analysis Table.
 - Use either the [SWOT Analysis Template \[DOC\]](#) or [PEST Analysis Template \[DOC\]](#) to build your table.
 - You may also find this [SWOT Analysis Example](#) helpful.
- **Part 2:** Brief Organizational Assessment Narrative *and* Organizational Scorecard Table.
 - Use the [Organizational Scorecard Template \[DOC\]](#) to build your table.
- **Part 3:** Brief Gap Analysis Narrative *and* Gap Analysis Table.
 - Use the [Gap Analysis Template \[DOC\]](#) to build your table.
- **Part 4:** Executive Briefing Report.
- **Part 5:** Brief Leadership Implications Narrative.

Part 1: Environmental Assessment

Related Scoring Guide Criteria

- Analyze the environmental factors, including legal and regulatory ones, that affect the success of a health care organization.
- Write coherently, concisely, logically, and with strong support from relevant professional resources, in an appropriate format, with correct grammar, usage, and mechanics as expected of a health care administration professional.

Conduct a brief environmental analysis using a tool such as SWOT or PEST and summarize your findings in table format. You may choose to do both a SWOT and a PEST (or other) analysis, but you are only required to do one. Include impact from relevant legal and regulatory factors in your analysis.

Note: You may use the [SWOT Analysis Template \[DOC\]](#) or [PEST Analysis Template \[DOC\]](#) documents to complete Part 1.

Part 2: Organizational Assessment

Related Scoring Guide Criteria

- Analyze outcomes relative to the organizational directional strategy.
- Write coherently, concisely, logically, and with strong support from relevant professional resources, in an appropriate format, with correct grammar, usage, and mechanics as expected of a health care administration professional.

Create a table based on your internal analysis of the organization's mission, vision, values, culture, and strategic direction. Then, write a brief narrative in which you explain the organization's mission, vision, values, and culture, as well as the current strategic direction.

- Apply a framework such as the organizational, or balanced, scorecard to measure performance relative to the strategy. Indicate if the strategy fits the external environment.
- You may use any table format you wish, but be sure you include 1–2 priority performance indicators, internal benchmarks or targets (be sure you include financial and quality targets), and the four categories.

Note: Part 2 is comprised of your brief narrative and the organizational scorecard in table format. You may use the [Organizational Scorecard Template \[DOC\]](#) to complete Part 2, however, you are free to use any table format you choose.

Part 3: Gap Identification

Related Scoring Guide Criteria:

- Identify gaps in desired versus actual organizational performance.
- Write coherently, concisely, logically, and with strong support from relevant professional resources, in an appropriate format, with correct grammar, usage, and mechanics as expected of a health care administration professional.

Select 1–2 priority performance indicators within each of the four major categories: business operations, finance,

customer satisfaction, and organizational learning and growth.

- Identify the performance measurements and internal benchmarks or targets for each of the priority performance indicators. Be sure you include financial and quality targets. Use a table similar to the organizational scorecard to identify the gaps between desired and actual performance. Be sure you integrate the strategic direction and scorecard into your gap identification.
- Conduct a gap analysis of actual to benchmark or target outcomes. Refer to and integrate the organizational strategic direction and scorecard. Briefly explain any additional gaps you identified between stated organizational values and actual culture.

Note: Part 3 is comprised of your gap identification table and a brief narrative. You may use the [Gap Analysis Template \[DOC\]](#).

Part 4: Leadership Recommendation

Related Scoring Guide Criteria:

- Propose evidence-based recommendations to close gaps identified in the organizational assessment.
- Write coherently, concisely, logically, and with strong support from relevant professional resources, in an appropriate format, with correct grammar, usage, and mechanics as expected of a health care administration professional.

Write an executive briefing report in which you clearly and concisely outline evidence-based recommendations to close the identified gaps and better align with organizational strategy and targets.

- Include within your recommendations the resources that will be needed, such as human, financial, technical, and so on. Be sure that you reference your resources to support your recommendations. Keep in mind that this is an executive briefing report; you want to be thorough while still being concise.
- Reference a minimum of five resources in this assessment. Look for professional, scholarly research articles on improving performance in health care organizations, how the Affordable Care Act is affecting health care organizations, and other related topics to use in guiding the recommendations you will make to close the gaps you have identified.

Part 5: Leadership Implications

Related Scoring Guide Criteria:

- Describe the critical success leadership competencies needed to achieve organizational outcomes.
- Write coherently, concisely, logically, and with strong support from relevant professional resources, in an appropriate format, with correct grammar, usage, and mechanics as expected of a health care administration professional.

Write a brief narrative in which you explain the role of the organization's leader with regard to shaping strategic direction, aligning organizational values and culture, and managing change. What are the critical success competencies needed to achieve desired organizational outcomes? Cite your resources to support your statements.

Additional Requirements

- **Structure:** Include a title page, table of contents, and reference page.
- **Length:** There is no required number of pages. Your length will vary depending on the organization you use. Begin each part of the briefing report on a new page. Your goal—and your challenge—is to provide as much detail and information as possible in a direct and concise way.
- **References:** Cite at least five current scholarly or professional resources.
- **Format:** Use APA style for citations and references *only*. Otherwise, follow the formatting and style conventions of an executive briefing report. Use headings and subheadings as appropriate for a professional document.

- **Font:** Times New Roman font, 12 point.

 **SCORING GUIDE**

Use the scoring guide to understand how your assessment will be evaluated.

[VIEW SCORING GUIDE](#) 

Organizational Analysis Scoring Guide

CRITERIA	NON-PERFORMANCE	BASIC	PROFICIENT	DISTINGUISHED
Analyze the environmental factors, including legal and regulatory ones, that affect the success of a health care organization.	Does not identify the environmental factors that affect the success of a health care organization.	Identifies the environmental factors that affect the success of a health care organization.	Analyzes the environmental factors, including legal and regulatory ones, that affect the success of a health care organization.	Analyzes the environmental factors, including legal and regulatory ones, that affect the success of a health care organization and grounds the analysis on an in-depth examination of the literature.
Analyze outcomes relative to the organizational directional strategy.	Does not describe the strategic direction of a health care organization.	Describes the strategic direction of a health care organization but does not present a clear and thorough analysis.	Analyzes outcomes relative to the organizational directional strategy.	Analyzes outcomes relative to the organizational directional strategy and assesses fit with the environment.
Identify gaps in desired versus actual organizational performance.	Does not identify gaps in desired versus actual organizational performance.	Identifies gaps but it is not clear how the gaps relate to organizational performance.	Identifies gaps in desired versus actual organizational performance.	Identifies gaps in desired versus actual organizational performance and demonstrates in-depth understanding of the relationship between environmental factors and organizational success.
Propose evidence-based recommendations to close gaps identified in the organizational assessment.	Does not propose evidence-based recommendations to close gaps in the organizational assessment.	Proposes recommendations to close gaps that are not evidence-based or are not based on the organizational assessment.	Proposes evidence-based recommendations to close gaps identified in the organizational assessment.	Proposes evidence-based recommendations to close gaps identified in the organizational assessment and considers the benefits and limitations of each recommendation.
Describe the critical success leadership competencies needed to achieve organizational outcomes.	Does not list leadership competencies.	Lists leadership competencies but does not describe the critical success leadership competencies specific to achieve organizational outcomes.	Describes the critical success leadership competencies needed to achieve organizational outcomes.	Analyzes the critical success leadership competencies needed to achieve organizational outcomes.

CRITERIA	NON-PERFORMANCE	BASIC	PROFICIENT	DISTINGUISHED
<p>Write coherently, concisely, logically, and with strong support from relevant professional resources, in an appropriate format, with correct grammar, usage, and mechanics as expected of a health care administration professional.</p>	<p>Does not write coherently, concisely, logically, and with strong support from relevant professional resources, in an appropriate format, with correct grammar, usage, and mechanics as expected of a health care administration professional.</p>	<p>Writes coherently but is not consistently concise or logical; resources may or may not be relevant and professional. Format is inconsistent and contains major errors of grammar, usage, and mechanics.</p>	<p>Writes coherently, concisely, logically, and with strong support from relevant professional resources, in an appropriate format, with correct grammar, usage, and mechanics as expected of a health care administration professional.</p>	<p>Writes coherently, substantively, concisely, logically, and with strong support from relevant professional resources, in a consistently appropriate format, with correct grammar, usage, and mechanics as expected of a health care administration professional.</p>