

## Case Analysis CASE: Strategic Planning at Multistate Health Corporation

As you read this case, think about the relationship among competitive strategy and both the HR and HRD functions at Multistate Health Corporation (MHC). The case was written in 1994 and is real, but the corporation asked that its name not be used. The federal and insurance environment for health care has changed substantially since that time; however, the strategic planning issues faced by MHC remain relevant today. The information provided here reflects the organization in 1993 as it was completing its strategic planning process.

### The Organization

MHC is a health care provider owned and operated by a religious order. MHC owns 30 hospitals and four subsidiary corporations employing more than 10,000 people. Its headquarters are in Michigan, with hospitals located in 17 states across the country. The overall organizational structure and the corporate HR structure are depicted in Exhibits 2-1 and 2-2.

### Competitive Strategy

In line with its mission, which is rooted in the tenets of the order's religion, MHC focused on providing care to the indigent and less able members of the community. It was reasonably successful until 1989, when the health care industry began to experience considerable change in governmental regulations and insurance procedures. At the time of their strategic planning, hospitals were reimbursed on the basis of a preset, standardized price for treatment rather than the "cost-plus" method used previously. The federal and state governments were putting increasing pressure on health care institutions to reduce costs. In addition, new medical technologies and procedures being developed were expensive to acquire and implement. MHC recently acquired subsidiary corporations to develop or acquire new procedures and technologies. The subsidiaries were to work in partnership with the regions to implement new procedures and technologies.

MHC has lost money every year since 1987. Currently, it is experiencing an oversupply of bed space in most of the communities with MHC hospitals. Projections indicate that the need for inpatient services will decline while the need for outpatient services will increase. Nontraditional health-related services are also projected to increase (e.g., services in which patients and their relatives are trained in self-care or care of relatives). In short, the market is becoming much more competitive while products and services are rapidly changing.

MHC just finished its corporate strategic planning process and planned to develop a two-pronged market strategy to deal with its changing business environment. One major area of focus is technology. The strategic planners departed from the previous strategy, opting to become a leader in the development of new health care technologies and procedures. They felt that the new developments would allow quicker recovery times, thus reducing the hospitals' costs. In addition, the technology could be marketed to other health care providers, generating more revenue. The drawback was that new technologies and procedures were expensive to develop and were often subject to long waiting periods before being approved by the insurers and government agencies.

The second prong of the strategy was directed toward the hospitals and was focused on improving efficiencies in basic health care and outpatient services. This would allow them to continue to provide for the basic health care needs of the less fortunate. The substantial governmental fees, grants, and other revenues tied to this population would provide a profit only if efficiencies could be developed throughout the corporation.

### Implementation Issues

Carrie Brown, hired six months earlier as corporate vice president of human resources, listened to several days of strategy discussion, without participating much. She now felt that it was time to address the HR implications of these strategies.

“While I agree that these are good strategies,” Carrie said, “I don’t know if we have the right people in the right places to carry them out. A few of our regional and divisional executives are already doing some of the things you’re talking about, but most of them have grown up in the old system and don’t know how to go about cost cutting in a way that doesn’t diminish the quality of our service. Many of our divisions are in rural areas and haven’t kept up with technology. We do have some middle- to upper-level managers who are up to date in cost cutting and technology implementation, but they are scattered throughout the organization.”

The current HR activities conducted at the corporate level are as follows:

To collect and store résumé-type information for all employees. This information includes demographic data, employment history, and performance evaluations.

To select divisional CEOs, regional EVPs, corporate officers, and staff professionals, and to assist at the regional and divisional levels in the selection of management-level employees, primarily through posting the position and through word-of-mouth about who is competent and available.

To sponsor occasional management development programs at the corporate level, although no system is in place to determine whether these are perceived as valuable or necessary. Most management development is done externally with tuition reimbursement, and some is done by individual divisions.

The interviewees expressed varying degrees of dissatisfaction with the following:

No system for comparing internal candidates for positions. Performance evaluation is decentralized.

What is the purpose of this meeting?

To enhance and develop the objectives of the human resource planning system (HRPS).

What is HRPS?

HRPS is a business planning system designed to provide quality data to enhance individual and organizational decision making in all aspects of human resource management.

Why was I asked to participate in this meeting?

Because you are a key decision maker, we want to ensure that HRPS fits the needs of your organization.

What specific information should I provide?

We want your input regarding the following:

Should administrative access to the data in HRPS be local, regional, or only at the corporate level?

Who in your organization would use and benefit most from this system?

What, if any, problems are there with current information used in human resource management decisions (i.e., recruiting, training, appraising, etc.)? For example, do you lack information as to which people are capable successors for certain jobs, and do you know what recruiting sources produce the best employees?

What values of the corporation should be incorporated into HRPS? How might these values be incorporated?

As you see it, ideally, what job responsibilities will change in your organization as a result of HRPS?

#### Exhibit 2-3 Agenda and Clarification of Issues for Human Resource Planning System

No system for making known the criteria for positions. People do not respond to posted openings because rejection is a block to future promotion. Recommendation from a higher-up is known to be necessary. A related complaint was that many CEOs will not recommend their best people either because the CEOs rely on them heavily or because the bright young people might eventually be competition.

No system for evaluating the KSA required of a CEO in one part of the corporation compared with that of another. For example, the CEO in Grand Rapids has different responsibilities compared with a CEO in Detroit, but no one at the corporate level knows what the differences are.

No corporate HR philosophy or strategy guides the organization in its HR activities.

Individuals at the corporate, regional, and divisional levels reported slightly different perceptions of the priority of needs for an HRPS. See Exhibit 2-4.

Although monitoring equal employment and affirmative action is in the company's mission statement, it was considered important by only one respondent. The various levels disagreed on what job classifications should be in the HRPS: Corporate and regional personnel preferred to include only executive-level personnel, and divisional personnel wanted to include data down to the first-level supervisor. As an interviewee stated, "The MHC value statement says that we respect the dignity of all individuals. To exclude people below the executive level tells them they are worth less." On the issue of control and administration of the HRPS, corporate and regional executives preferred corporate- or regional-level administration, while divisional executives had a strong preference for direct access. Some expressed concern that corporate administration would reduce divisional autonomy in human resource decision making. The degree of centralization had been a sore point for several years. The divisions previously operated individually as profit centers, but corporate headquarters was discussing the need for a more integrated approach.

After reviewing the consultants' report and meeting with the consultants, the executive committee (representing the three levels of management) arrived at a consensus on the following HRPS objectives:

Improve the selection/search process for filling vacant positions.

Develop a succession plan.

Forecast critical skill/knowledge and ability needs.

Organizational Level	Improve Selection/ Search Process			Develop a Succession Plan		
	Forecast Critical Hr Skills		Develop Critical Hr Skills			Create and Utilize Career Development
Corporate	2	4	3	5	1	
Regional	1	3	4	5	2	
Divisional	1	5	4	3	2	

Exhibit 2-4 Rank Order of Top HRPS Objectives by Organizational Level

Identify critical skill/knowledge and ability deficiencies.

Identify equal employment and affirmative action concerns.

Create a career development system that reflects the organizational mission.

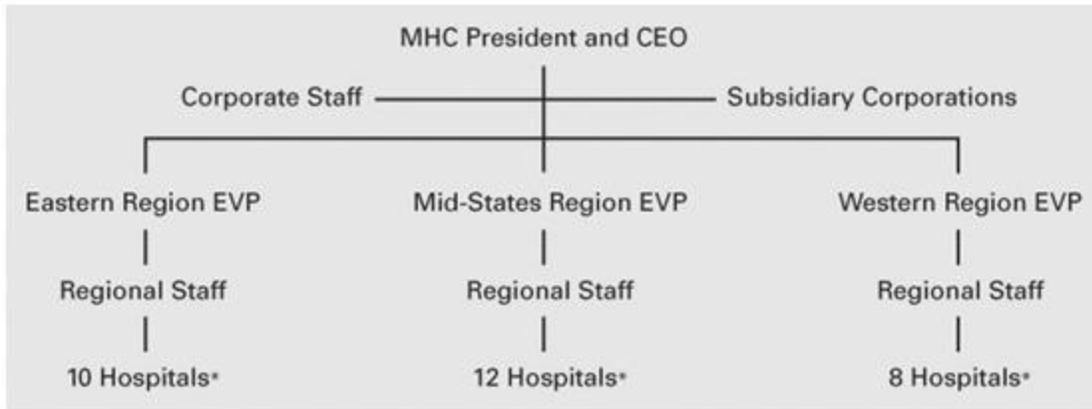
The following HR philosophy was developed and approved by the MHC board of directors:

As an employer committed to the value of human life and the dignity of each individual, we seek to foster justice, understanding, and a unity of purpose created by people and organizations working together to achieve a common goal. Therefore, we commit ourselves to the following beliefs:

People are our most important resource.

The human resource needs of the organization are best met through the development of employees to their maximum potential.

Justice in the workplace is embodied in honest, fair, and equitable employment and personnel practices with priority given to the correction of past social injustices.

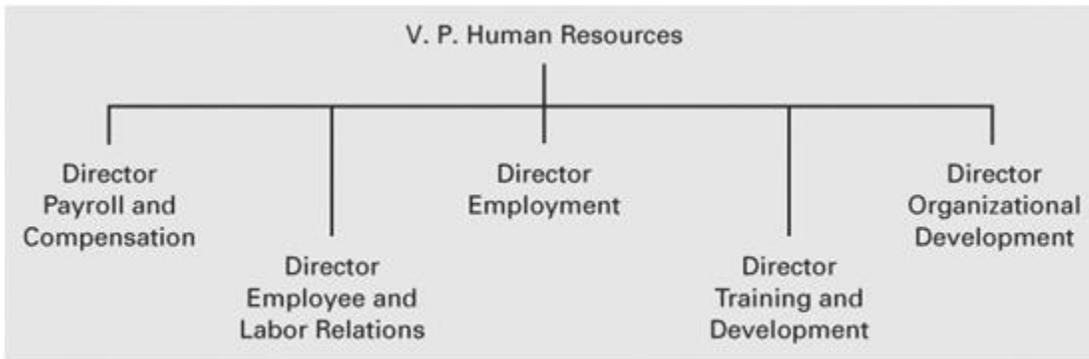


**Exhibit 2-1 MHC Organization**

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*\*Each hospital has a CEO reporting to the regional executive vice president (EVP). Hospital are referred to as divisions within MHC and have a CEO as well as a functional staff (including HR) for conducting divisional operations.*

*Corporate HR is included as part of corporate staff, as described in Exhibit 2-2.*



**Exhibit 2-2 MHC's HR Organization**