

# **Internal Environmental Analysis and Strategic Choices of Dubai Hospital**

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## 1 Internal environmental analysis of Dubai Hospital

### 1.1 Strengths and Weaknesses within the Frame of the Value Chain

S. No.	Value Chain Components	Value Creating Strength	Value Creating Weakness
1	<b>Service Delivery, Pre-service</b>	The advertising and help line number provided for emergencies	Less information for emergency contacts
2		Promotions through home to home services provided to the people	No time or punctuality maintained
3		Online technologies available for the bookings and other services	Limited access to the online service and bad customer relations
4		Information regarding available services and platforms for those services	Not all the services provision at a place and travelling long distance required for some of the services (Jabnoun & Chaker, 2003)
5	<b>Service Delivery, Point-of-Service</b>	General Medical Services and Surgical Services available at any point of day	The medical service providers are of short of beds and equipments
6		Newly introduced surgeries and treatments such as, Nephrology, Cardiology, Endocrinology, Dentistry, ENT, Maternity, Psychiatry Paediatrics, General Surgery and so on are also available (AlSuwaidi, et al., 2013)	The staff and doctors are limited in number causing fewer patients to be treated in the required time.

7		Availability of latest's technology equipments for the treatment of major operations/ treatments such as radiology, gynaecology, trauma, endocrinology and so on	The technological operations are quite expensive and hence could not be availed by all
8		Availability of the medications and staff probably better trained to maintain in any situations such as, Cardiology, Obstetrics General Medical Services, Urology, Gynaecology, Paediatrics, ENT, Surgery, Dentistry, Dietician, and so on.	The staff members have less shifts and this cause exhausted staff members and hence, they are unable to produce the results in the required level
9	<b>Service Delivery, After Service</b>	Medical Reports, Birth Certificate and Death Certificate are provided on request to the patients in a vigilant manner	The provision of the reports acquire long procedures
10		Health cards which are provided to the patients could be renewed online rather than coming all the way to the hospital renewal online	Connection slow and server remains busy causing inconvenience to the customers
11		Medical fitness certificates after proper tests are provided to the customers (Dawn & Pal, 2011)	The tests are less reliable as they are not supported by the standards
12		Customer satisfaction assurance officers are appointed to ensure 100% quality services	There are less number of Customer satisfaction assurance officers

## **1.2 Competitive Relevance of Dubai Hospital**

### **1.2.1 Value**

The core values held by this hospital are respect, excellence, customer satisfaction, professional ethics, and commitment. Other than this, the value services provided by the Dubai hospital are quite high and they are expected to produce huge and high customer integration and satisfactions (El Mallakh, 2014). There are many units working under the Dubai hospital but still there is a high competition in the health care services among these units as well (Shehab, et al., 2013).

They are working on making their operations well so that they would be able to achieve higher position in the market. The values provided to the customer include all three pre services, present service and services after the treatment (AlSuwaidi, et al., 2013). However, several slaws are also seen in these services as provided above which are required to be resolved (Khan, Iqbal, Galal, Malallah, & Zein, 2015).

### **1.2.2 Rareness**

There are various services provided by Dubai hospital which could be taken as are one as they are not replicated and impossible to be replicated by others. These include the high level of interest held by the hospital in bringing betterment to the life of the customers (Youssef & Alkhaja, 2015). Moreover, the hospital offers such services as well which include technological input in each and every operation and surgical procedures to ensure the elimination of human error and so on (Shehab, et al., 2013).

### **1.2.3 Imitability**

Since there is a high competition in the health care industry hereby, there are also great chances of replication of these. These specially include the style of servicing used by the Dubai hospital

such as the use of online booking and other online services (El Mallakh, 2014). The number of bed are tried to be increased by this hospital, which is also in common in the health care industry (Durrah, Khmour, & Al-Abbadi, 2014).

#### **1.2.4 Sustainability**

The hospital ignores the factor of delivering the service on behalf of the status and wealth acquired by the people and tries to provide sustainable services to all its customers. This makes it unique in its services and also the customers are also sustained (Dawn & Pal, 2011). Further planning for the future services and future strategies are set by the hospital, which makes it possible for it to sustain its position in the local as well as global market (AlSuwaidi, et al., 2013).

## **2 Dubai hospital's Mission, Vision, and Strategic Goals**

### **2.1 Evaluation of Vision of Dubai Hospital**

Concerning the mission statement of Dubai hospital, which is:

*“Dubai Hospital is committed to providing cost effective, quality, secondary and tertiary healthcare services guided by international standards”* (Dubai Health Authority, 2016).

This refers to the idea that the international standards are fully adapted by this health care services provider. However, it does not mention for whom the services are and referring to the international standard remains too vague (Khan, Iqbal, Galal, Malallah, & Zein, 2015). This means that the mission of the hospital is not with complete delivery of the mission of the hospital and requires some additions and subtraction in them in order to make it more effective (Youssef & Alkhaja, 2015).

While the part in which it provides that these services provided by them are “*cost effective, quality, secondary and tertiary healthcare services* (Dubai Health Authority, 2016)” means a lot to the patients as these are the core values required by them when they go to any healthcare service provider (Jabnoun & Chaker, 2003).

## **2.2 Evaluation of Mission of Dubai Hospital**

Other than this, this mission of Dubai hospital also includes that the most eligible healthcare professional are chosen for these services which make the mission statement very strong regardless of the part that in is found ineffective in this statement (Durrah, Khmour, & Al-Abbadi, 2014). Additionally, the point of the environment to be reliable, community-responsive work, compassionate and safe, makes its strengthened in the eyes of the customers (Youssef & Alkhaja, 2015).

Secondly, the vision of the Dubai Hospital is,

*“Dubai Hospital is committed to becoming a renowned secondary and tertiary healthcare service centre of excellence in the Middle East that will ensure a loyal following of internal and external customers* (Dubai Health Authority, 2016).”

This vision indicates the high affiliation of the hospital with the goal of achieving all the requirements of the customer’s and providing higher level of satisfactions to them this Domain was also seen in the mission of the hospital as well (Khan, Iqbal, Galal, Malallah, & Zein, 2015). The inclusion of the internal and external customer in this has been found a consistent approach by the hospital as it does not leave its external customers as well (Jabnoun & Chaker, 2003).

### **2.3 Evaluation of Strategic Goals of Dubai hospital**

There are many strategic goals being emphasised by the Dubai hospital. Among these, the first one is to make sure that there is a safe and healthy environment for the residents of Dubai (Dubai Health Authority, 2016). Secondly, to make sure that the patients should be provided with an integrated health service system and high quality comprehensive system (Khan, Iqbal, Galal, Malallah, & Zein, 2015).

Furthermore, it has its strategies in relation to the achievement of innovation as well as improvement in the efficient provision of the healthcare (Durrah, Khdour, & Al-Abbadi, 2014). The creation of a database that has been highly integrated and efficient to be used as a smart government policy at the time of taking decision (El Mallakh, 2014).

Various other strategic goals held by this healthcare institution include generating an effectual ecological system in Dubai specifically for healthcare sector in cooperation with the public and private sectors, as well as reformation of administration of the DHA (Khan, Iqbal, Galal, Malallah, & Zein, 2015).

## **3 Refining the Statements**

There are various issues in the mission and vision of Dubai hospital, which are required to be rectified. Hereby, they are provided below with redefining.

### **3.1 Redefining Vision of the Dubai Hospital**

The mission of the vision hospital was supposed to be:

*“To become the first choice in health care for our communities. To be a leader in providing quality, compassionate patient-centered care that seeks physical cures and comforts as well as*

*peace of mind and peace of heart. To improve health in partnership with our communities (Shehab, et al., 2013).”*

### **3.2 Redefining Mission of the Dubai Hospital**

The mission of the Dubai hospital was supposed to be:

*“Our mission at Dubai Hospital is to provide our patients, their families, and our community with extraordinary healthcare service; to ensure peace of mind through high quality, compassionate treatment; and to deliver care beyond their expectations (Jabnoun & Chaker, 2003).”*

## **4 Strategic Goals of Dubai Hospital**

Among all the strategic goals that are observed in the last headings the goal of making an effective change in the ecological system for the healthcare sector could be taken as the most reasonable one (Jabnoun & Chaker, 2003). This is because it has been based on the restructuring of the Dubai hospital association at Dubai and is emphasising on competitive strategies (Youssef & Alkhaja, 2015).

## **5 Strategic Planning Analyses**

Over the next, two to three years Dubai hospital has been proposed to look into the matter of changing its interventions in regard to the customer’s consent safety at the time of operations or treatment (Dubai Health Authority, 2016). This has been proposed due to the fact that it has been effectively applied worldwide (AlSuwaidi, et al., 2013).

## 6 Implementation Plan

Balanced scorecard for the proposed strategy is provided below:



**Figure 1 Elements of Balanced Score Board**

Among these elements noted in the figure 1, it could be seen that the strategic goal proposed to this healthcare institute is completely emphasizing on the customer perspective. This refers to the idea that the customers would be asked to provide their reviews and ideas in this regard and no treatment would be imposed on them without their personal consent (Jabnoun & Chaker, 2003). Coming to the financial perspective it could be seen that the customers are more in need of provided with financially sound treatment method. This means that the lowering of the costs of the treatments and should be undertaken (El Mallakh, 2014).

The internal business processes perspective leads to the point that the management of the hospital should be provided with clear instruction in regard to the implementation of the plan that the customers should be asked about the treatment favored by them (Youssef & Alkhaja, 2015). During the implementation of this strategic goal, the learning and the growth perspective would be fulfilled itself, as when the customers would find their consents fulfilled along with a cost

effective treatments provided, would become loyal to the hospital and also the staff would learn new method of employing their operations (AlSuwaidi, et al., 2013).

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