



STRATEGIC PLAN

**A Strategic Plan for
De La Salle University – Dr. Rodolfo Poblete Memorial Hospital**

A Management Research Paper Presented to the
Faculty of The Graduate School of Business
De La Salle University – Dasmaringas

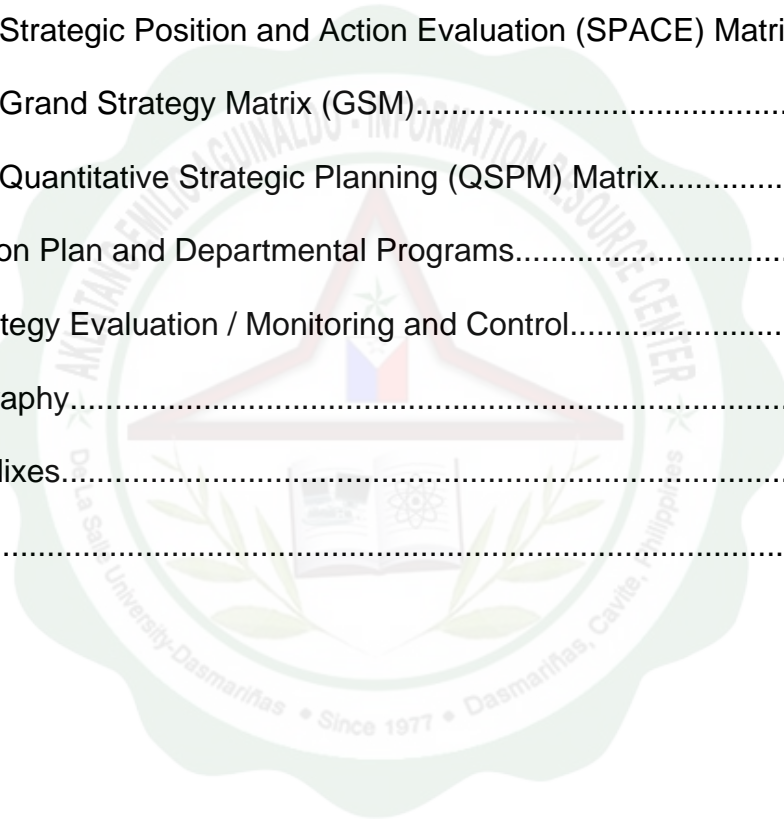
In Partial Fulfillment
of the Requirements for The Degree
Master of Business Administration - Executive

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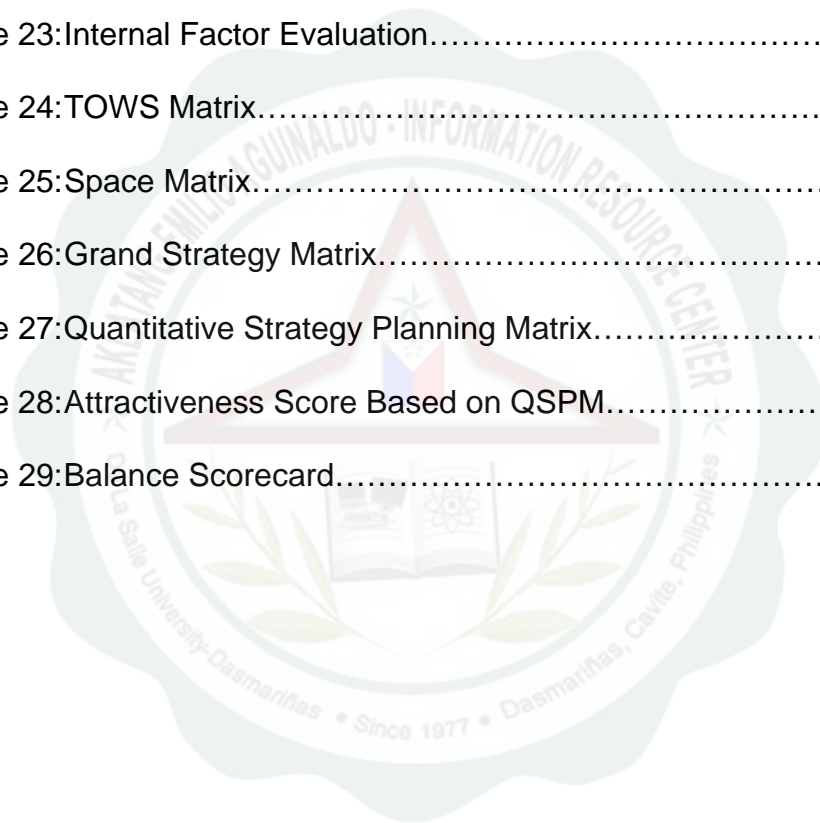
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EXECUTIVE SUMMARY

The De La Salle University – Dr. Rodolfo Poblete Memorial Hospital Strategic Plan outlines the key directions and strategic priorities for over the next three years.

The Plan as outlined in this document is the outcome of a consultative and iterative process. The plan presents the views of internal and external stakeholders as well as the issues and themes that emerged and were used to produce a final set of priorities.

By design, the process of identifying and selecting those priorities involved soliciting feedback from a broad array of individuals and groups, each holding a stake in the future of De La Salle University - Dr. Rodolfo Poblete Hospital.

An Environmental Analysis was prepared that contained a detailed evaluation of national and local healthcare and economic factors that impact De La Salle University - Dr. Rodolfo Poblete Hospital's priorities and strategic choices. Numerous meetings of the hospital leadership were held to discuss key issues and build consensus on a strategic response that is relevant and realistic, ambitious and achievable.

Based on external and internal analysis, the EFE Matrix, IFE Matrix, TOWS, SPACE Matrix, Grand Strategy Matrix and QSPM Matrix were used to propose a strategy. Recognizing that success is measured in more than just financial terms, this plan outlines De La Salle University - Dr. Rodolfo Poblete

Memorial Hospital's plans to ensure that improvements are made not only to the hospital's financial position, but also through careful measurement and gains in clinical quality, customer service, clinical service volume, development of the workforce, partnership with the physicians, and connectedness with the community.

The Strategic Plan will become a tool to be used actively and regularly by management to ensure that progress is made toward implementation of these strategies and achievement of measurable goals. The plan will require periodic refinement and the management team and Board of Trustees have both the right and responsibility to update the plan in light of market and/or organizational circumstances. Nevertheless, the major thrusts of the plan establish a clear set of priorities and an exciting course for the coming years.