

Current environmental analysis essay



**ASSIGN
BUSTER**

Concentration is dedicated to the forces governing the competition and the agencies designed to oversee the facilities. Goals and strategies of the competitive forces and positioning approaches are addressed as well.

Overview of Organization Carver Community Center is a multi-service human services and Mental Health agency located in the City of Schenectady, New York.

The facility employs more than 120 part and full time staffers and is engaged with several area colleges providing internship and volunteer services.

Carver operates out of three permanent sites in the City of Schenectady.

The programs include OASES (Office of Alcoholism & Substance Abuse Services) licensed substance abuse counseling, intervention and treatment facility, located in the Division Street neighborhood; fully licensed child care facility, located in Raritan Village. Carver offers both outpatient substance abuse counseling services as well as substance abuse maintenance programs (Jukeboxes). In addition, Carver provides individual and family counseling services specializing in co-occurring disorders and treatment for depression operating in Raritan Village, Eastern Parkway building.

An adolescent services and gang prevention program, which works in tandem with the Schenectady Police Department, located at 1600 Eastern Parkway building; and a service program to provide information to assist people in locating important community service and public works facilities within the city, located in Raritan Village. As of April 2010, the facility started classes for both adults and adolescents in the art of Juju martial Arts classes.

Martial arts provides for both physical and psychological therapy.

It emphasizes a strong commitment to healthy mind and body with a focus on meditation and changing the negative thought process. All of the services are provided on an outpatient basis. There is an ongoing professional relationship with the Trip-county Department of Criminal Justice and provide outpatient counseling services for both adolescent and adult offenders.

Vision, Mission, and Values “ It is the mission of Carver Community Center, Inc. To respond to the varied needs of individuals and families living in the City of Schenectady and to continue to develop new initiatives to meet the changing needs of our community.

As part of our mission statement, we pledge to conduct business affairs with integrity based on sound ethical and moral standards” (Carver Mental Health, 2008). The facility will continue to promote the appropriate ongoing and timely education of the employees and contractors through in-house service workshops and formalized academic classroom courses. Carver monitors its own affairs and ensures appropriate accountability of the directors, officers, managers, line employees, contractors, volunteers and others to regulate compliance with all state and federal laws.

The Center seeks to provide an atmosphere that encourages open discussion without fear of retribution, and promptly identifies and resolves issues.

Decentralization allows organizations to take advantage of division of labor by sharing decision-making across the organization.

It also empowers employees and allows them to improve their performance by being able to act to improve deficient or inefficient areas immediately without the approval from the top of the organization.

Through a process of trusting management personnel within the organization to obtain accurate information and use their judgment based upon their work experience to provide appropriate analysis, the organization is able to take advantage of division of labor and allows multiple individuals to give input on ideas and policy. The management team is encouraged to use their keen knowledge and experience to improve their areas within the organization. The staff at Carver is culturally diversified, as is the population it serves; and is dedicated and committed to responding and meeting the needs of the community.

As part of the Carver Community Center, Inc.

Mission statement, the organization pledges, “ to conduct business affairs with integrity based on sound ethical and moral standards” (Carver Community Center, 2008). The American Counseling Association provides a code of ethics that assists counseling organizations in “ constructing a professional course of action that best serves those utilizing counseling services and best promotes the values of the counseling profession” (CA, 2005).

Most counseling and behavioral/mental health service providers adhere to these guidelines. Multiple facets of counseling service provision are addressed and involve “ the counseling relationship, confidentiality, professional supervision and training, research and publication, and resolving ethics issues” (CA, 2005).

Substance abuse counselors may be faced with difficult decisions or problems and must consider ethics in the decision making process. These

Universal guidelines are often openly displayed within an organization and are usually communicated to patients.

Examples of CA ethical guidelines include: -respect the dignity and promote welfare of all clients -maintain records necessary for rendering professional services -clients have the freedom to choose whether to enter or remain in a counseling relationship (informed consent) -counselors must explain to clients the nature of services provided -sexual or romantic relationships with clients or their family member is prohibited -counselor does not abandon or neglect client in counseling confidentiality -counselors must consider the financial status of clients and locality when establishing fees (CA, 2005).

Additional guidelines are outlined in the CA code of ethics and are easily accessible to all behavioral health providers and patients.

Carver Community Center, Inc. Recognizes the importance in ongoing employee education and training in order to provide quality services. In-house service workshops and formalized academic classroom settings are utilized to ensure “ the appropriate, ongoing and timely education of our employees and contractors” (Carver Community Center, 2012). Carver ensures accountability for all employees in order to maintain compliance with federal and state regulations.

An environment that fosters open communication is encouraged to address problems, concerns or issues and share in the decision making process.

As with most behavioral health facilities, Carver Community Center, Inc. , respects and acknowledges cultural diversity. Patients have the opportunity

to work with a cultural diverse staff. Translators and trainings in cultural competency are provided in order to facilitate better communication and strengthen the counselor, patient relationship.

Above all else, Carver Community Inc.

Is dedicated and committed to responding and meeting the needs of the community' (Carver Community Center, 2012). External Environment The arena of health care is ever changing and a well-prepared health care manager is ahead of that change. One must be aware of potential external environmental changes as they may unfold in the areas of technology, social and economic changes, political and regulatory legislation and competition within that said health care region.

You must also keep in mind that changes or shifts in other market places can ND probably will affect our industry, our local population, our employees, vendors, etc. Part of developing an external environmental analysis is to try to predict changes that may occur in these specific areas and have a strategic plan in place to address them. In essence, being proactive instead of reactive to a change that may alter our organization's course and keeping our organization afloat.

Some general topics that are affecting health care as a whole include: new access to health care insurance, expansion of Medicaid if states are participating, HIPPO, rising cost of latherer, electronic medical records, economic downturn, and rising unemployment. All of these issues not only affect healthcare but also can affect mental illness/behavioral health, which our organization, Carver Behavioral Health, is external environmental

<https://assignbuster.com/current-environmental-analysis-essay/>

scanning. The first stage is scanning, which is viewing information and categorizing it.

Monitoring is the second stage, which is specifying sources, confirming or disproving trends, and determines the rate of change. The third stage if forecasting is extending the trends and identifying a relationship between the categories if there is one and try to develop alternative projections.

Assessing is the final stage, which is evaluating the significance and this section, leads to formulation of Carver's vision, mission, internal analysis, and our strategic plan (Duncan, Ginger, & Sweeney, 1998).

Current change we have seen that will influence our population positively is the passing of The Affordable Care Act. This piece of legislation will allow more individuals access to health care insurance including expanded Medicaid coverage for all low-income individuals regardless of age, disability, or family status (Mental Health America, 2012). The populations we reverse are underprivileged adults and children, which may allow for better access to mental health services but may also foster more competition within the region.

This will take until 2020 to become fully affective so the rate of change will be slow but will provide high impact once the entire bill is in effect. Another external factor to consider is the economic crisis the nation is in as a whole.

The unemployment in NY is at 8.6%, which is over the national average of 8.0% and is considerable high. The unemployment rate, poverty, loss of

housing, unaffordable rental housing is directly related to mental illness (Cokes & Cornball, 2010).

In addition, they go on to state that the poorer one's socioeconomic conditions are, the higher one's risk is for mental health disability and hospitalizing for such disorders (Cokes & Cornball, 2010). Again, the rate in which this affects Carver's is high and the probability is high as well so it is categorized as a high impact factor.

On the technology front, this is ever changing in health care with the addition of HIPPO and electronic records, which is positive for our organization and the consumers alike.

Examining the external environment is vital to both the success of our organization and in developing the internal analysis, our mission, our policies and procedures, and staying ahead of the game in regards to better service for our clients and keeping our agency afloat. Forces Governing Competition Carver Community Center is a licensed facility and is required to meet guidelines and standards set by regulating agencies. Two of the agencies that govern Carver Community Center are the New York State based OASES, and the U. S.

Department of Health & Human Services division of SMASH.

The following paragraphs will discuss he overview of both regulating agencies. OASES stands for “ Office of Alcoholism and Substance Abuse Services”, and their mission is “ to improve the lives of New Yorkers by leading a premier system of addiction services through prevention,

treatment, recovery' (NY State OASES, 2012). OASES is responsible for overseeing a large and " diverse addiction prevention and treatment system"; they focus on " accessible" and " cost-effective quality services;" their goals are to utilize prevention methods to build strong " schools, communities, and families" (NY State OASES, 2012).

Other goals are o improve quality of life and meet the individual needs with their services; concentrate on incorporating the programs with research to make future need (NY State OASES, 2012). In addition to alcohol and substance abuse addictions, OASES addresses gambling additions and has treatment agencies in operation for this addition.

OASES oversees " 12 Addiction Treatment Centers, which provide inpatient rehabilitation services to 10, 000 persons per year.

In addition, the Office licenses, funds, and supervises some 1 , 300 local, community-based programs, chemical dependence treatment programs, which serve about 110, 000 persons on NY given day in a wide range of comprehensive services. The agency inspects and monitors these programs to guarantee quality of care and to ensure compliance with state and national standards" (NY State OASES, 2012). OASES coordinates with the state-federal relations in addictions, and is the only agency in New York designated with this responsibility (NY State OASES, 2012).

The acronym " SMASH" stands for " Substance Abuse and Mental Health Services Administration's, and their " mission is to reduce the impact of substance abuse and mental illness on America's communities" (SMASH, 2012). The U. S. Dept. F HAS established SMASH to allow for an organized

method of addressing the mental and substance use issues of the people in the nation.

Mental and substance abuse issues are frequently left out of the traditional health care arena, and need dedicated treatment centers and skilled staff members to help the people with their illnesses.

In 2011, “ approximately 20 million people who needed substance abuse treatment did not receive it and an estimated 10. 6 million adults reported an unmet need for mental health care” (SMASH, 2012). When these needs go unmet, it costs much to the individual, families, and society in general.

In 1992, the SMASH agency was formed and “ directed by Congress to target effectively substance abuse and mental health services to the people most in need and to translate research in these areas more effectively and more rapidly into the general health care system” (SMASH, 2012).

The prevention programs have worked to provide effective treatment to improve health status and reduce the financial strain on the overall health care system. Several centers and offices work to provide the needed help to the people in the nation. “ SMASH administers a combination of competitive, formula, and block grant orgasm and data collection activities” (SMASH, 2012).

The following is a list of the governing laws and regulations established by SMASH: “ Confidentiality of Alcohol and Drug Abuse Patient Records (42 CUFF Part 2) Charitable Choice Regulations (42 CUFF part 54) Charitable Choice Regulations (42 CUFF Part AAA) Regulations on Emergency Response

(42 CUFF part 51 d) Regulations on the Substance Abuse Prevention and Treatment Block Grant (42 CUFF Part 96) Mandatory Guidelines for Federal Workplace Drug Testing Programs – Correction to the Effective Date – December 10, 2008 (PDF format) Notice of Proposed

Changes to the Mandatory Guidelines for the Federal Workplace Drug Testing Programs Regulations on the Protection and Advocacy Program (42 CUFF Part 51) certification of Podia Treatment programs (42 CUFF part 8)” (SMASH, 2011).

OASES and SMASH set and oversee the regulations and standards for alcohol, substance abuse, and behavioral health facilities to follow. Both agencies are well organized and offer detailed information for a facility like Carver Community Center to utilize Strategies of Competitive Forces In the rapid pace of service industry in a global economy that has ignited, the imputations among health care professionals.

In all retrospect, behavioral health service competition is no different from any other service industry. Increasingly the U.

S. Health care system relies on competition to allocate scarce health care resources (Cellular & Has-Wilson, 2009). Competition helps to ensure that insurers, hospitals and physicians minimize their costs, keeping their prices as low as possible, and innovate to improve quality. In reality, however, many experts have argued that competition does not always offer these benefits particularly in health care.

Goals and strategies of competitive allies offer services for the needs of individuals who struggle with various behavioral and mental health issues by offering both Inpatient and Intensive outpatient services to communities.

By offering services that are designed to include a number of successful treatment options into comprehensive, flexible and individualized mental health treatment program. Other strategies that competitive forces may offer are services rendered by an experienced team of clinical professionals including psychiatrists, therapist, psychiatric nurses and advanced reactive nurses.

Qualified behavioral health professionals who demonstrate a commitment to fostering change in those people who have been affected by mental health issues. Inpatient treatment is that critical period when the objective is to first stabilize the patient's condition. The patient will undergo the most intensive treatment experience. Strategies to address these needs are essential and are a driving force for competition.

Research can explore the implications of competition within the realm of behavioral health.

With today's rapidly changing mental health care system, it is an opportune time to seek answers to these important questions about potential failures in competition and the impact of current policies on consumers, purchasers, providers, and managed care organizations. An organization engages in service area competitor analysis to gain an understanding of the competitors in the service area, identify any vulnerabilities of the competitors, assess the impact of its own strategic actions against specific competitors, and identify

potential moves that a competitor might make that would endanger the organization's position in the market (Sweeney).

An important tool used for strategic planning of healthcare systems, is the use of a SOOT analysis. A SOOT analysis helps focus on analyzing the strengths (S) and weaknesses (W) of the business's internal factors and the opportunities (O) and threats (T) of its external factors of performance measurement.

Positioning Approaches The culture of an organization is representative of its past and current assumptions, experiences, philosophy and mission, and values that hold it together. This is expressed in its self-image, inner workings, external relationships, and future expectations.

The image of an organization, which can also be referred to " corporate culture", is embodied through the way it conducts its business, how it treats its employees, customers, and the external community. The image of an organization affects productivity and performance, and provides guidelines on customer care and service; product quality and safety; and concern for the environment. A common objective in all organizations needs to focus on protecting According to Basin (2010), positioning approaches can be conceived and developed in a variety of ways.

It can be derived from the object attributes, competition, application, the types of consumers involved, or the characteristics of the product class.

All these attributes represent a different approach in developing positioning strategies, even though all of them have the common objective of projecting

a favorable image in the minds of the consumers and competition. Effective positioning is designed to promote an organization's services and image to occupy a distinctive place in the target market's mind. For example, what facility comes to mind at the mention of outpatient substance abuse services? Optimal answer, Carver Community Health.

A better example easy to relate with; what brand comes to mind at the mention of photocopies? Xerox? Cannon? The point or concept here is to position our image or brand in the minds of the consumer such that whenever the generic or similar service is mentioned, our brand, service, or facility comes to mind.

Our organization, Carver Community Health, actively engages in the following positioning * Positioning by Competition strategies: * Price Quality Approach * Positioning by Cultural Symbol * Position by Product Class Positioning By Competition According to Basin, either an implied or definitive frame of reference is one or more competitors.

Our organization either can use the same or similar strategies as used by the competition or in some cases, concerning specific services rendered; use a new strategy taking the competitors' strategy as the base. Carver Community Health is marketed as an exclusive outpatient facility servicing a diverse population of clients. We offer substances abuse counseling, which includes opiate addiction maintenance (Jukeboxes treatment), for both adults and adolescents. Other counseling services include treatment for depression, co-occurring disorder treatment, and community violence prevention therapies.

Both Conifer Part and SST.

Mar's, who compete with our facility for similar services rendered also offer outpatient substance abuse treatment. In order to compete strategically with both organizations, Carver presents in the media as offering the same services to all populations, regardless of insurance type, place of residence, and ability to render payment up front if not fully insured. Price Quality Approach Both of our main competitors engage in the price quality approach. Both facilities keep their fees fixed at significantly higher rates in order to promote their facilities as Ewing elite in terms of services offered and quality of care.

They market their facility's new renovations, spacious grounds, and comfortable living quarters; they are known or referred to as "country clubs".

At Carver, we have marketed that approach as well and proven it a double-edged sword, so to speak. Carver presents to the media and the community population as a traditional treatment facility. We exploit the high-priced, country club reputation of our two competitors and stand behind our success rates, which are based on current statistics. We also market our agility as "the one" who accepts those who "wash out" of the country club treatment and all in need.

Positioning By Cultural Symbol The essential task with this approach is to identify something "valued" or of cultural importance to people that other competitors are not using and associate this identification with the organization.

<https://assignbuster.com/current-environmental-analysis-essay/>

Both of our competitors market as the elite treatment facility; the place with all the frills. Their employees dress in suits and drive expensive cars. Our symbol is plastered on the front door to each building and it is posted on billboards throughout the city. It is a simple symbol and stands for who we are and what we are about.

Our symbol is a group shot of four hands inter-linked in a squared handshake. The hands bonded together represent unity; the color of each of the hands, black, white, tan, and red represent our commitment to our diversity. Some of our employees wear suits; some wear jeans, and others are somewhere in the middle. This approach has kept us “in touch” with the community we serve and it maintains what we are about and why we are here.

Positioning by Product Class Product class is an approach that uses joint promotions and relies on sales promotion as a primary tool.

This approach and how it is marketed by Carver overlaps the competitive approach. We talk two distinct services offered by our facility and our competitors and exploit the weakness of the competition. All Substance abuse and Mental health treatment programs require an initial consultation or assessment process. Most organizations charge two separate fees for consultation and intake processes.

At Carver, we offer a free assessment or consultation to anyone who comes through our doors.

Our belief is that once we get them through our doors and do a proper assessment, if done right, the client will omit to treatment. For those that do NOT commit to treatment the first time through our doors, if and when they do decide to engage in the treatment process, we have already completed an assessment on those people. Our results have shown many have returned to us when ready. It is worth noting that this has proven to be one of our most effective approaches.

This is evidenced by the fact that both our competing organizations engaged in similar processes. Both Conifer Park and SST.