CHALLENGES OF IMPLEMENTING STRATEGIC PLANS BY PRIVATE HOSPITALS IN NAIROBI COUNTY

BY

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DECLARATION

This project is my original work and has not been submitted for award of a degree in any other university.

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DEDICATION

This project is dedicated to my family Fred, Keith and Racey for the love and support you gave me and also to my loving father Samuel Okech who taught me the importance of education at a very tender age.

ABSTRACT

Effective strategy implementation is the recipe for an organization success. However implementations of strategic plans by organizations are often faced with numerous challenges over the recent years. Some of the challenges include lack of adequate funds to spearhead the plans to completion, lack of team work among staff, poor organization culture, inadequate time allocation for implementing the plans, resistance to change by staff, lack of trained personnel, communication failure, ever changing Government policies among others. The management of organizations are tasked with the responsibility of ensuring that the organization achieve its strategic objectives by understanding the environment both external and internal to deal with the threats and exploit opportunities. The study sought to establish challenges of strategy implementation by private hospitals in Nairobi County. The objectives of the study were to establish the challenges that private hospitals experience in attempt to implement their strategic plans and also to identify the responses they put in places to those challenges. 25 respondents from each hospital were interviewed among them hospital administrators, chief executive officers, directors, managers and human resource managers. The study targeted all the hospitals and their responses can be used for analysis. The study found that lack of trained personnel to implement strategic plans, inadequate funding for the plans and that the ever changing Government policies were a key hindrance to effective implementation of the plans. In view of these challenges, the study established that sourcing of funds; continuous training of the staff on strategic objectives, having hospital meetings between top management and the employees, effective communication within the hospital and restructuring of the hospitals were some of the responses that the private hospitals had put in place to deal with the implementation challenges.

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ABBREVIATIONS AND ACRONYMS

CEO - Chief Executive Officer

HIV – Human immunodeficiency virus

AIDS - Acquired immune deficiency syndrome

M& E – Monetary and Evaluation

AMREF - Africa Medical Research Foundation

DEPTS - Departments

CHAK – Christian Health Association of Kenya

CHAPTER ONE
INTRODUCTION

1.1 Background of the Study

Strategic plans are important for every organization whether public or private. Strategy formulation is the development of long term plans for the effective management of an organization. This involves management of the organizations opportunities and threats taking into consideration organizations strengths and weaknesses. Strategic plans give an organization direction to which the organization moves as it endeavour to achieve its maximum potential. However strategic plans can only succeed when properly implemented. Strategy implementation is the process of turning strategies and plans into action to achieve organizational objectives.

Strategic management has many theories that guide it. In this study the theoretical underpinning will be the human resource based theory which emphasizes the significance of the human element in strategy development. Effective strategy implementation is achieved when the human resource is involved in its formulation as well as in its implementation. Hospitals have different cadre of health professionals that work towards the goal of providing health care to all the patients. These people are tasked with implementation of strategic plans and therefore the need for their involvement during formulation.

Private hospitals have played pivotal role in supplementing health care in Kenya. Nairobi County is one area with a high population which is as a result of rural urban migration. It also serves neighbouring towns like Kiambu, Thika, Kajiado and Machakos. Because of these large numbers, the available public health institutions are

overwhelmed and so the need for the private health institutions. There are a lot of challenges facing health sector in the country. These challenges include staggering economic growth, shortage of qualified personnel, and migration of health care staff to other countries, ever changing technology which renders the present one obsolete, HIV/AIDS pandemic and increasing population. These challenges also affect the private hospitals and therefore the need for effective implementation of plans. This will enable them compete effectively in the environment.

1.1.1 Strategy Implementation

Strategic planning is a process that involves the review of market conditions, customer needs, competitive strengths and weaknesses, socio-political, legal and economic conditions, technological developments and the availability of resources that lead to the specific opportunities or threats facing the organization (Donelly et al). Lynch (1997) identifies purpose, plans and actions as giving rise to strategy. Strategic planning practices must comply with three conditions. First, they should be capable to leading to the achievement of the goals of the organization in terms of profitability and growth. Second they must be consistent with the present or likely future prospects of the business and thirdly they must not transgress any of the constraints or internally generated responsibilities faced by the firm. Thompson et al (1998) maintain that, planning ought to be focussed on the factors within the firms operating environment.

Strategy implementation refers to the sum total of the activities and choices required for the execution of a strategic plan (Wheelen and Hunger, 2008). Most institutions focus their attention on the implementation of their formulated strategies after the realization of the challenges of the process. Ansoff (1990) asserts that strategy is a

very powerful tool for coping with the conditions of change that surrounds firms today. Aosa (1992) states that change strategies are not valuable if they are developed and not implemented. Kaplan and Norton (2006) agrees when they explain that once strategies have been developed, they need to be implemented otherwise many excellent strategies will continue to offer no good. Strategy implementation is the direction through the action plan. A prudent organization need to formulate strategies that are appropriate for the organization, industry and for the situation (Alexander 1991).

Strategic implementation entails the aspects of staffing the organization with the necessary skills, expertise; consciously building and strengthening strategy, supportive competencies and competitive capabilities; organizing the work effort; allocating sufficient resources to the activities critical to strategic success; employing best practices to perform the core business activities and encouraging continuous improvement; installing information and operating systems that enable organization personnel to better carry out their strategic roles everyday; motivating staffs to achieve their targets and modify behaviour to fit the requirements of successful strategy execution; tying rewards and incentives. The final phase of strategy execution in the strategy management process involves monitoring new developments, evaluating the company's progress and making a corrective adjustment which is the trigger point to decide whether to continue or change the organization's vision, objectives and strategy or execution methods (Thomson, et al 1992).

According to Alexander (1985), the most frequently occurring strategy implementation challenge include underestimating time needed for implementation

and major problem surfacing that had not been anticipated, in addition uncontrollable factors in the external environment has an adverse impact. Reed and Buckley (1988) talk about problems associated with strategy implementation identifying four key areas for discussion. They appreciate the challenge and need for a clear fit between strategy and structure and that the debate on which one comes first is irrelevant provided there is congruence in the context of the operating environment. They warn that although budgeting systems are a powerful tool for communication, they have limited use in the implementation of strategies as they are dominated by monetary based measures and due to their size and the game play associated budget setting quoting that it is possible for the planning intent of any resource redistribution to be ignored. Inappropriate management style which is not appropriate for the strategy being implemented is another challenge. They cite an example of the entrepreneurial risk taker that may be an ideal candidate for a strategy involving growth, but may be wholly inappropriate for retrenchment.

1.1.2 Strategic Plans

Strategy is a plan of action an organization prepares in response to or anticipation of changes in its environment. Strategic management was advanced from strategic planning which was widely practiced from 1960's through to the early 1980's. Strategic planning is the systematic, formalized effort of a company to establish basic company purpose, objectives, policies and strategies (Bateman and Zeithamal, 1990).

According to Steiner (1979), strategic planning involves the futurity of current decisions whereby it takes into account the chain of cause and effect consequences over time of an actual or intended decision. Strategic planning entails decisions made

at the present to take care of the future objectives of the organization. Strategic plan constitute the strategic vision objectives and strategy. It is about the future direction of the company, performance targets and strategy that will help realise the targets.

Between 1960's to 1980's strategic planning often emphasized a top down approach to goal setting, a process that involved the senior managers and consultants. This left a gap that would involve the operational managers and employees. Because of this gap the operational managers felt left out and could lead to loss of commitment to the process. Due to these problems and the rapidly changing environment of the 1980's, the executives were forced to look at all levels of their firms for ideas and innovation. This eventually culminated to the modern strategic management, a process that involves managers from all parts of an organization in the formulation and implementation of strategic goals (Bateman and Zeithmal, 1990).

Strategic management is the conduct of drafting, implementing and eventually cross functional decisions that will enable an organization to achieve its long term objectives (David, 1989). According to Johnson and Scholes (2002), strategy has to do with how an organization matches its external environment and the management is concerned with how to maintain, stabilize or change that position. Strategic management model entails environmental scanning, strategy formulation, strategy implementation and evaluation.

1.1.3 Private Hospitals in Nairobi County

The private hospitals play a pivotal role in supplementing health care services in Kenya. They came into existence as a result of the shortage of health care facilities in

the country. Private hospitals serve both the rich and the poor in the society. They provide medical, surgical or psychiatric care and treatment for the sick or injured. They are perceived to offer better services than the public institutions. Although they offer efficient services, they too are faced with environmental challenges like competition, improved technology and shortage of health care staff because of migration to other countries.

There are 44 health institutions registered as hospitals in Nairobi County. Out of the 44 health institutions, 25 are health institutions that are privately owned and are operational. They offer both outpatient and inpatient care to their patients. They have a clientele base which includes the general public, non Government organisations and business community. Some of their clientele base is from the other 46 remaining Counties. They are widely distributed within the County and offer a range of services and cost. All the private hospitals are bound by one goal of providing quality health care to its clients. They charge all their services as opposed to the Government institutions. These charges are regulated by the Medical Practitioners and Dentist Board.

The private hospitals are privately owned by individuals. They are licensed to practice by the Medical Practitioners and Dentist Board under the Medical Practitioners and Dentist Act Cap 253 of the Kenyan laws. These licences are renewed annually and the board has the jurisdiction of cancelling them depending on the offence. They also have presentation in the board. The facilities operations are governed by the code of professional conduct and discipline as stipulated by the registration body. Before any registration of any private hospital, there must be a thorough inspection of the facility

and the board members must confirm that the facility comply to set standards. This is to ensure that the public not only get access to healthcare but also get quality health care. They also give monthly return on the number of patients they attend to, their conditions and mortality rates with explanations to the possible causes of the mortalities.

1.2 Statement of the Problem

Institutions invest a lot of resources on strategic plans. The strategic planners come with pleasant strategies that would guide the institutions for better management and performance. With the incredible strategies it has been a challenging task to implement them. This is because of the complexity of the whole process of implementation. Mintzberg and Quinn (1991) discovered that 90% of well formulated strategies fail at the implementation stage. This was confirmed by Wheelen and Hunger (2008) that poor implementation has been blamed for many strategic plan failures. Their survey reported that 93 fortune 500 firms revealed that over half of them experienced problems and or challenges when they attempted to implement a strategic plan and therefore the need to understand the possible challenges during strategy implementation and necessary precautions taken before they stall the process.

Private hospitals supplement health care in Kenya. They help cater for the ever increasing population. Nairobi County is an area with high population caused by rural to urban migration. It also caters for medical referrals from other Counties. Because of these large numbers they face several challenges which include staff shortage, competition from other private hospitals, providing quality health care and complying

with the ever changing Government policies. Dealing with all these challenges requires effective implementation of the strategic plans.

Health care has been faced with serious challenges like HIV/AIDS pandemic, the ever changing technology which renders the ones being used obsolete, rising cost of medicines, migration of health care staff to other countries and the ever changing government policies. As a result of these numerous challenges, most of the plans fail at the initial stages. These challenges also affect the private health institutions and therefore the need for the institutions to be flexible in responding to them in the environment. For the strategies to succeed there is need for the institutions to effectively implement them taking into consideration the possible challenges that they may encounter.

Most studies are done in the health context. Of the studies done they are clinical studies that tend to focus on improving management of patients diseases. These studies focus on the drug regimen used in treatment of various ailments and their efficacy. A lot of studies are also done on ways of improving the equipments used in treating patients. All these studies are good for the benefit of the patients. However little studies are done on the institutions strategic plans, challenges of strategies implementation which is also critical in the management of patients.

Strategy implementation and its challenge have been studied previously by various scholars. Muthuiya (2004) studied strategy implementation and challenges in non profit organization in Kenya using the case of AMREF. Kimithi (2006) looked at the challenges facing K Rep bank in the implementation of strategic plans. Njuguna (2009) focused on the strategy implementation at St Johns community centre in

pumwani. Mburugu (2010) studied the challenges of strategy implementation at the Christian health association of Kenya while Ruthiriaren (2010) looked at the challenges of strategy implementation in public sector reforms in Kenya. Akwara (2010) also focussed at the challenges of strategy implementation at the ministry of cooperative development and marketing. Although several studies have been done on the same topic, none of the studies has focussed on the responses to the strategic challenges in the health context and so need to fill this knowledge gap of identifying the challenges experienced in the implementation of the strategic plans and the responses towards those challenges. The research question that the study sought to establish was what are the challenges of implementing strategic plans by private hospitals in Nairobi County?

1.3 Research Objectives

The study objectives were

i. To establish challenges of strategy implementation by the private hospitals in Nairobi County.

ii. To identify how the private hospitals are responding to the strategy implementation challenges.

1.4 Value of the Study

The study findings are of value to the practitioners and scholars as an additional knowledge to the already existing body of knowledge. The practitioners will use the findings of this study to mitigate on the strategy implementation challenges that interfere with service delivery. For researchers, it will stimulate future research on

private health institutions. It will form the foundation upon which other related or replicated studies will be based on.

The study findings add value to management practice in the health industry. It is useful to private health institutions in other Counties. The study will help the management of the private health institutions to evaluate the effectiveness of their strategies. It will enlighten them on the possible strategic challenges to expect as they try to achieve their mission. The study will sensitize management on the role of its human resource and the need to involve them in strategy formulation and implementation process.

The study finding is of value to the private nursing homes that would one time seek to expand their facility to the level of a hospital. They will use the findings of the study as they formulate their strategies. Of critical importance is formulating plans taking into consideration the anticipated challenges so that they are able to achieve their ultimate goal or objective.

The study is valuable to the Government and policy makers in emphasising in strategy implementation as a competitive tool against their competitors. Although it will be in a different context, the public institutions will get an opportunity to understand strategy implementation challenges as they work towards vision 2030. It will act as a sensitization tool to those undertaking strategic change. The study will add value to the theories of strategic management. More specifically the findings of the study will give evidence on whether resources affect strategic management. The study outcome will also be of importance to determine whether the hospital resource base gives it strategic fit and enable it to compete effectively.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

A good strategy that cannot be implemented has no value. Therefore effective implementation of strategy is crucial for an organization. Effective implementation occurs when there is synchrony between the strategies and the action plan. This chapter looks into the theoretical foundation of strategic management, strategy implementation and finally the challenges and responses in strategy implementation.

2.2 Theoretical Foundation

Strategic management has many theories that guide it. There are emergent theories and perspective theories of strategic management. Emergent theories include survival based theories, uncertainty based theories human resource based theories and innovation and knowledge based theories of strategic management. Perspective theories of strategic management are industry and environment based theories, resource based theories, game based theories and cooperation and network based theories of strategy.

Resource based theory is based on the principle that the source of a firm's competitive advantage lies in their internal resources as opposed to their positioning in the external environment. This means that instead of simply evaluating opportunities and threats in conducting business, competitive advantage depends on the unique resources and capabilities that a firm posses (Barney, 1995). The resource based view of the firm notes that certain types of resources owned and controlled by firms have

the potential and promise to generate competitive advantage and eventually lead to superior performance. Private hospitals are each endowed with various resources that can act as a competitive tool against their rivals. These resources include qualified staff, improved machines and the good financial base.

Strategic fit theory expresses the degree to which an organization is matching its resources and capabilities with those in the external environment. An organization may come up with impressive strategy but without adequate resources, the implementation process may be jeopardised. Therefore having resources to execute strategy is vital and an advantage for the organization. Strategic fit theory tends to be in synchrony with the resource based theory of management. Firms differ in term of their resource capabilities. According to Barney (1991), the more endowed an organization is the more superior the firm. But he states that of critical importance is the need for the resources to be valuable, rare, and unsubstitutable.

2.3 Strategy Implementation

The world today is faced with a turbulent dynamic environment that requires that all organizations become dynamic and unpredictable whether private or public. They must define action plans and have a clear path into the future for their survival. Strategy is the direction and scope of an organization over the long term which achieves advantages in a changing environment through the configuration of resources and competences with the aim of fulfilling stakeholders' expectations (Johnson et al 2005) According to Johnson and Scholes (2002), strategy has to do with how an organization matches its internal and external environment and the management process is concerned with how to maintain, stabilize or change that

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position. Strategy refers to a set of decision making rules that guides how an organization behaves. Ansoff and Mc Donell (1990) refer to strategy as an action plan for running the business and conducting operations.

Strategy implementation is a critical phase of strategic process. It is the translation of strategic plan into actions. It involves resource allocation, establishing chains of command and reporting structure, assigning responsibility of specific task and processes to specific individuals or groups and managing the process (Pearce and Robinson, 1997). According to Wheelen and Hunger (2008), strategy implementation is the process by which strategies and policies are put into action through the development of programs, budgets and procedures. It is walking the talk. Although environmental scanning and strategy formulation are important to strategic management, they cannot lead to organizational success without proper implementation. Strategic plans always fail when there is no integration of the plans into the daily operations of a work place.

Implementation of strategy calls for alteration of existing procedures and policies. In most organizations, strategy implementation requires a shift in responsibility from strategist to divisional and functional managers (Kazmi, 2002). Those with the responsibility of implementing strategies ought to be involved in its implementation. This will enable them to own the process which is good for success. According to David (1997), it is always more difficult to do something which is strategy implementation than to say you are going to do it which is strategy formulation.

Unlike strategy formulation, strategy implementation varies substantially among different types and sizes of organization (Alexander, 1985). Strategy implementation is all about managing forces during the action plan. Strategy implementation is the actual action stage where already formulated strategies are put in place.

According to Thompson and Strickland (1998), strategy implementation means acting on what has to be done internally to put the chosen strategy into place and to actually achieve the targeted results. It involves the full range of managerial activities associated with putting the chosen strategy into place, supervising it through to achieving the targeted results. It involves identifying the best possible ways to execute strategy. Strategy implementation can effectively be executed when a strategy supporting environment is put into place. Exhibiting performance of an organization can only be achieved if not only do managers participate in strategy formulation but also if their participation is extended to the implementation phase. In doing this they can not only position forces before action but also manage the arising forces during action.

Formulating appropriate strategies is not enough in itself. For effective strategy implementation, the strategy must be supported by decisions regarding the appropriate organization structure, reward system, organization culture, resource and leadership. Just as the organization must be matched to the external environment, it must also fit the multiple factors responsible for its implementation (Bateman and Zeithmal, 1993). Hills and Jones (1997) argue that implementation of strategy is a way in which a company creates the organizational arrangement that allows it to pursue its strategy most effectively.

Successful strategy implementation therefore must consider issues central to its implementation which includes matching organizational structure to strategy creating a supportive organizational culture among other issues (David, 1997).

Thomson et al (1992), analyses strategy implementation in phases. Strategy implementation is the action phase of the strategic plans. An organization translates its formulated strategies, policies and plans into action through development of specific budgets and procedures. During the strategy implementation phase, necessary changes are made within the organizational culture or structure. Strategic plans entail the vision, mission and goals of the organization. Strategic business plan and its implementation are the backbone of any organization and its operations. It is significant for the management in making an organization stand out, attract customers, compete successfully and to achieve organizational objectives. Strategies cannot take effect until they take shape in action and the actions are the daily processes that need to be managed in line with the intended strategy.

2.4 Strategy Implementation Challenges and Responses

Strategic management process is costly in terms of hours spent during formulation, time taken away from work and resources invested into the process. It involves resource allocation, establishing chains of command and reporting structure, assigning responsibility of specific task and process to specific individuals or groups and managing the process (Pearce and Robinson, 1997).For these reasons it is important to guard against the unexpected negative consequences that would derail the implementation process. Managers must be on high alert for these possible setbacks. Managers must be able to schedule their duties to provide necessary time for strategic

activities while minimizing any negative impact on operational responsibilities. If there is a disconnect between formulators and implementers in the sense that formulators are not actively involved in the implementation process then individual input to the decision process and subsequent conclusions can be shirked.

Strategic managers must be trained to limit their promises to performance that can be delivered by the decision makers and their subordinates. Strategic managers must also be trained to anticipate minimize or constructively respond when participating subordinates become frustrated over unattained expectations (Pearce and Robinson, 1997). It should be recognized that how top managers conceive strategies are not the same as how those lower down in the organization conceive of them (Johnson and Scholes, 2002). Therefore there is need to invent ways of relating strategic direction to the everyday realities of people in the organization. It is therefore vital that middle managers are engaged with and committed to such strategies so that they can perform this translation process (Kazmi, 2002).

All organizations have at least four types of resources that can be used to achieve desired objectives; namely financial resources, physical resources, human resources and technological resources (Thompson, 1990).Strategy execution is dependent on the resource allocation. Strategic management enables resource allocation according to priorities established by annual objectives. A number of factors commonly prohibit effective resource allocation. These include, an overprotection of resources, too great an emphasis on short run financial criteria, organizational politics, vague strategy targets, a reluctance to take risks and a lack of sufficient knowledge (David, 1997).

Organizations are faced with numerous challenges as they endeavour to implement the strategies laid down in the strategy plans. These challenges include organizational structure, culture, and leadership style, resistance to change and under estimating time needed to implement strategy.

2.4.1 Organization Structure

There is no one optimal organizational structure or design for a given strategy or type of an organization (David, 1997 and Pearce & Robinson, 1994). When an organization changes its strategy, the existing organizational structure may become ineffective (Wendy, 1997). Pearce and Robinson (2003) argue that while structure provides overall framework for strategy implementation, it is not in itself sufficient to ensure successful execution. Reed and Buckley, (1998) acknowledges the challenge and need for a clear fit between strategy and structure and claims that the debate about which one comes first is irrelevant providing there is congruence in the context of the operating environment.

To implement chosen strategies, decisions must be made on how to structure the organization. The organizational structure has to support the strategies. Structuring of the organization involves decisions on how to coordinate activities, relationships and communication among the internal stakeholders. Reed and Buckley (1988) warn that although budgeting systems are a powerful tool for communication, they have limited use in the implementation of strategies as they are dominated by monetary based measures and due to their size and game playing associated budget setting saying that it is possible for the planning intent of any resource distribution to be ignored.

2.4.2 Organization Culture

Organization culture is the shared values, beliefs and norms within an organization and is the foundation from which strategy emerges. In order for strategy to receive sustained support, it must be aligned with organizational culture (Grimm and Lee, 2005).Organization culture is the way an organization has been doing things in certain specific way. It is something that has grown over the years until it becomes an accepted way of life in the organization.

Johnson and Scholes (2002) note that culture is strength and a weakness at the same time. It is strong because it eases and economizes communication, facilitates organizational decision making and control and may generate higher levels of cooperation and commitment in the organization. This leads to efficiency. However culture becomes a weakness when important shared beliefs and values interfere with the needs of the business, its strategy and the people working on behalf of the organization. Resistance to change may be legitimized by the cultural norms.

2.4.3 Leadership Style

Beer and Eisenstat's (2002) assert that six silent killers of strategy implementation comprise: a top- down /laissez- faire senior management style; unclear strategic intentions and conflicting priorities; an effective senior management team; poor vertical communication; weak coordination across functions, businesses or borders; and inadequate down the line leadership skills development. The top managers must be on the forefront in strategy implementation.

Pearson and Robinson (2003) observe that the Chief Executive Officer (CEO) is the catalyst in strategic management. He or she is most closely identified with and ultimately accountable for a strategy success. The CEO is symbol of strategy. His or her actions and perceived level of commitment to a chosen strategy exerts significant influence on the intensity of subordinate managers' commitment to the implementation process. Also the firm's mission, strategy and key long term objectives are strongly influenced by the personal goals and values of its CEO. He or she is an important source for clarification guidance and adjustment during implementation.

2.4.4 Implementation Time

According to Alexander (1985), underestimating the time needed for implementation is the most frequently occurring strategy implementation problem. Implementation time is the time required to effectively implement a strategy or strategies earlier formulated. Enough amount of time is to be provided by the formulators depending on the task. The formulators must ensure that they do not exaggerate on the time needed and on the other side they should not underestimate it. This can only succeed when there is coordination and team work.

Al Ghamdi (1998) noted that 92 percent of firms in UK took more time on implementation than originally anticipated. One of the reasons for this was found to be ineffective coordination of activities and distraction from competing activities. Strategy formulators need to take note on the existing activities that can distract implementers of the various strategies and come up with strategies that will be in line with the organizations mission and vision.

2.4.5 Resistance to Change

One of the major problems faced by managers in implementing strategy is resistance to change. People prefer to hold on to existing ways of doing things (Johnson et. al, 2008).Organizations must come up with strategies that ensure smooth implementation of the projects to avoid resistance that might sabotage strategy implementation. Aosa (1992) confirms that change strategies are not valuable if they are developed and not implemented.

According to Pearce and Robinson (2007) defining or redefining the company mission, strategic managers must recognize the rights of the claimants. Change management skills are required in dealing with resistance. It calls for open discussion and inclusion of all parties involved. Those who are to implement the change need to be told the benefits of the new change. This will change their negative attitude to the change. It may call for change in the strategy.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

The purpose of this study was to establish the challenges private hospitals in Nairobi County experience in the implementation of their strategic plans and their response to these challenges. This chapter dwells on research methodology used in the study. It discusses the research design especially with respect to the choice of the design. It also highlights the study population, data collection and data analysis method employed.

3.2 Research Design

Research design refers to the procedures to be employed to achieve the objectives of the research. This study adopted a census survey. The survey method was adopted due to the fact that the study population was small and all the study population were interviewed. According to Cooper and Schindler (2003), a census survey is where data is collected from all members of the population. Descriptive data was used to answer questions about the current situation of the study subjects.

The private hospitals in Nairobi County are few and hence this research was appropriate as it gave a complete picture of challenges they experience in implementing strategic plans and the responses to those challenges. Abiero (2010) successfully employed the survey as a design in his study on the challenges of stakeholder management in implementation of Sondu Miriu Hydro-electric power project in Kenya.

3.3 Population of the Study

The study population were all registered private hospitals in Nairobi County. In this context the registered private hospitals by the medical practitioners and Dentist Board which are operational in Nairobi County are twenty five in number according to the ministry of health records found in their official website (http//www. e- health.or.ke on 10th June 2010- see appendix ii).

3.4 Data Collection

The study used primary data which was collected with the help of a semi structured questionnaire (see appendix i). The use of the primary data was to establish the challenges experienced during the implementation of strategic plans and the responses to those challenges.

The study respondents were the chief executive officers, hospital directors or administrators of all the hospitals targeted. There was an introduction to the questionnaire explaining the study topic and the purpose of the study. Drop and pick method was used as a method of administering so that the respondent could fill the questions at their convenient time. The questionnaire were dropped in the institutions and picked later. Appointments were made for further clarification.

The questionnaire was in four parts A, B, C and D. Part A was about the demographics of the hospital, part B covered information on strategic plan, part C highlighted the challenges of strategy implementation and part D covered the responses to those strategic challenges.

3.5 Data Analysis

The data collected was edited for completeness and competency. Data was analysed by use of SPSS (Statistical Package for Social Science). Data was analysed depending on the questionnaire presented to the study population. The descriptive statistics such as tabulations, percentages, mean, standard deviation and frequencies was used in the data presentation. This was to allow for ease of interpretation.

CHAPTER FOUR

DATA ANALYSIS, INTERPRETATIONS AND DISCUSSIONS OF RESULTS

4.1 Introduction

This chapter gives a detailed analysis of data collected and presents findings and interpretation of the results. The data has been analysed and presented in form of frequency tables, mean and standard deviation. The response rate was at 100% as all the twenty five hospitals responded. The data was analysed in relation to the study objectives and findings presented in various categories.

4.2 Background Information

This study sought to establish the challenges of strategy implementation by the private hospitals in Nairobi County and also to identify how the private hospitals are responding to those challenges. In establishing these objectives the study first sought the demographics of the facilities and the formulation of their strategic plans in the tables below.

Table 4.1 Demographics

Job Designation	Frequency	Percent
C.E.O	1	4.0
Human resource Officer	6	24.0
General Manager	1	4.0
Business Manager	1	4.0
Hospital Administrator	16	64.0
Total	25	100.0

Source: Research Data

All the twenty five private hospitals responded to the questionnaires and they were asked to indicate their job title and as per the findings in table 4.1 above, 64% of the respondents were hospital administrators, 24% of the respondents were human resource officers, 4% of the respondents were managers, 4% of the respondents being the hospital directors while 4% of the respondents were chief executive officers. This results show that most private hospitals have employed professionals as their managers. It then imply that they understand the significance of strategic plans in strategy management and are better placed to know the challenges experienced by the hospitals. Being drivers of strategic plans they are in a better position to come up with the expected responses to those challenges.

Table 4.2   Years of Existence

No. of years	Frequency	Percent
1-3 years	5	20.0
4 - 5 years	7	28.0
6- 7 years	3	12.0
8 - 12 years	1	4.0
19 - 25 years	3	12.0
26 - 35 years	2	8.0
36-45 years	1	4.0
46 years and above	3	12.0
Total	25	100.0

Source: Research Data

The study wanted to find out the hospitals year of existence and from the findings of in table 4.2 above, 28% had been existence between 4-5 years, 20% of the hospitals had been in operation for 1-3 years, 12% had existed for 6-7 years, 12% had also been operating for 19- 25 years while 12%percent had been in existence for over 45years.

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From the results it is clear that most of the hospitals have been in existence enough to experience challenges of strategy implementation and also respond to them adequately.

Table 4.3   Number of Departments in the Hospital

No. of Departments	Frequency	Percent
5 - 6	8	32.0
7 - 9	5	20.0
10 - 15	5	20.0
16 - 20	4	16.0
over 21	3	12.0
Total	25	100.0

Source: Research Data

The respondents were asked the number of departments that their facility had and according to the table 4.3 above, majority of the respondents had 5-6 departments which is equivalent to 32% of the respondents, 20% had 7-9 departments, 16% of the respondents had 10- 15 while 12% had over 21 departments. Because most of the hospitals have more than six departments, they are faced with various challenges which they must respond to during the cascading of strategic objectives to departments.

Table 4.4   Number of Employees

No. of Employees	Frequency	Percent
Below 20	1	4.0
21 - 40	5	20.0
41 - 100	5	20.0
101 - 200	6	24.0
201 - 500	4	16.0
501 - 1000	1	4.0
Over 2000	3	12.0
Total	25	100.0

Source: Research Data

The respondents were also asked about the number of employees that were in their hospitals and according to the table 4.4 above, 12% of the respondents had over 2000 employees while 4% of the hospitals had below 20 employees. Human resource is important in implementing strategic plans and these results show that most of the hospitals realise this and therefore have employed enough personnel to help in implementation of strategic plans.

Table 4.5   Technical Employees

No. of Technical employees	Frequency	Percent
1 - 10	2	8.0
11 - 20	4	16.0
21 - 40	6	24.0
41 - 80	5	20.0
81 - 150	2	8.0
151 - 200	2	8.0
500	2	8.0
Over 1001	2	8.0
Total	25	100.0

Source: Research Data

The study was interested in finding out the number of technical staffs in the hospitals and as per the table 4.5 above, 24% had 21-40 technical staffs, 20% of respondents had 41- 80 staffs, 16% 11-20 staffs while 8% of the hospitals had over 1000 technical staffs. The findings show that private hospitals appreciate the fact that strategic plans can only succeed with a well crafted professional team.

Table 4.6   Number of Hospital Branches

No. of Hospital Branches	Frequency	Percent
1 branch	19	76.0
2 branches	1	4.0
3 branches	3	12.0
5 branches	1	4.0
12 branches	1	4.0
Total	25	100.0

Source: Research Data

The respondents were required to give the number of branches that they had and as per table 4.6 above, 76% of the hospitals had only one branch, 4% had two branches,12% had three branches, 4% had five branches while 4% had twelve branches.

Table 4.7   Strategic Plan Existence

Response	Frequency	Percent
Yes	25	100.0

Source: Research Data

This finding in table 4.7 implies that the private hospitals are cognisant of the role of strategic plans in surviving in the dynamic environment. This is because all of them have strategic plans in place.

Table 4.8 Strategic Plan Time Frame

No. of years	Frequency	Percent
3 years	12	48.0
4 years	9	36.0
Over 5 years	4	16.0
Total	25	100.0

Source: Research Data

The study asked the respondents whether they had an existing strategic plan and all the twenty five private hospitals had a strategic plan that was in place. The study was also interested in finding out the time frame of various strategic plans and as per the table 4.8 above, 48% of the hospitals strategic plans were for three years, 36% of the hospitals strategic plans were for four years while 16% of the hospitals strategic plans were for over five years. The results imply that some facilities are having medium term strategic plans while others could be having long term strategic plans.

Table 4.9   Strategy Formulation Process

Formulation Level	Frequency	Percent
Low	1	4.0
Moderate	3	12.0
High	10	40.0
Very high	11	44.0
Total	25	100.0

Source: Research Data

This section looks at how the private hospitals go about strategy formulation and as per the table 4.9 above,44 % of the respondents rated the adoption of strategic plan process very highly in their hospitals,40% rated high while 4% rated the formulation process as low.

Concerning the implementation process, as per the table 4.10 below, 36% of the respondents rated very high, 36% thinks implementation rate is high,20% of the respondents believe the implementation rate is moderate while 8% thinks implementation is low.

As per the table 4.11 below on monitoring and evaluation of the strategic process, 44% of the respondents rate the monitoring and evaluation as very high in their hospital, 32% percent thinks its high, 20% believes it is moderate while 4% rate is as low in their hospital.

Table 4.10 Strategy Implementation Rate

Implementation Rate	Frequency	Percent
Low	2	8.0
Moderate	5	20.0
High	9	36.0
Very high	9	36.0
Total	25	100.0

Source: Research Data

Table 4.11   Monitoring and Evaluation Process

M&E Process	Frequency	Percent
Low	1	4.0
Moderate	5	20.0
High	8	32.0
Very high	11	44.0
Total	25	100.0

Source: Research Data

The study inquired whether the departmental heads are involved in decision making process as per strategic objectives are concern. All the respondents were on the affirmative that there is involvement of all departmental heads in decision making process. This is shown in table 4.12 below. The results imply that private hospitals acknowledge the importance of the human resource in implementing strategic plans.

Table 4.12 Involvement of Departmental Heads in Decision Making

Response	Frequency	Percent
Yes	25	100.0

Source: Research Data

Table 4.13 Departmental Involvement Rate at Formulation Stage

Rate of involvement	Frequency	Percent
Very low	1	4.0
Low	6	24.0
Moderate	1	4.0
High	11	44.0
Very high	6	24.0
Total	25	100.0

Source: Research Data

The table 4.13 above indicate the rate of departmental involvement during strategy formulation stage. From the finding 44% of the respondents said departmental involvement at formulation stage is high while only 4% of the respondents rating it as very low.

Table 4.14 Departmental Involvement Rate at Implementation Stage

Rate of Involvement	Frequency	Percent
Very low	1	4.0
Moderate	5	20.0
High	10	40.0
Very high	9	36.0
Total	25	100.0

Source: Research Data

The results in table 4.14 are about the rate departmental involvement at implementation stage. According to the findings, departmental involvement at implementation rate was rated at 40% high and 36% very high. Only 4% of the respondents rated it as low. These findings imply that a lot of emphasis is placed during implementation of strategic plans by the private hospitals.

Table 4.15 Departmental Involvement Rate at Monitoring and Evaluation Stage

Rate of Involvement	Frequency	Percent
Very low	3	12.0
Low	7	28.0
Moderate	6	24.0
High	7	28.0
Very high	2	8.0
Total	25	100.0

Source: Research Data

Table 4.15 above show the respondent's feedback on the rate of departmental heads during monitoring and evaluation of strategic plans. According to the findings, 28% of the respondents said departmental involvement rate during monitoring and evaluation low, 28% also rated it as high, 24% said it was done moderately, 12% rated it as very low and 8% of the respondents said departmental involvement during monitoring and evaluation was done at a very high level.

4.3 Challenges of Implementing Strategic Plans

The first objective of the study was to establish the challenges of implementing strategic plans by the private hospitals in Nairobi County. The responses were asked

on a five point scale the extent to which they experience challenges in implementing

strategic plans where 1 represented not at all, 2 little extent, 3 moderate extent, 4 great

extent and 5 very great extent. The various responses were averaged which resulted in

mean scores and a grand mean of 2.6100. The higher the mean score the greater the

challenge. The results are in table 4.16 below.

Table 4.16 Challenges of Implementing Strategic Plans

Challenges	N	Mean	Std. Deviation	Variance
Lack of team work by the employees during strategy implementation	25	2.36	1.287	1.657
Poor organisation culture during strategy implementation	25	2.08	1.187	1.410
Lack of proper leadership during strategy implementation	25	2.92	1.187	1.410
Inadequate time allocation for during strategy implementation	25	2.96	1.338	1.790
Resistance to change by staff during strategy implementation	25	2.72	1.429	2.043
Lack of trained personnel to implement strategic plan during strategy implementation	25	3.28	1.458	2.127
Inadequate funding for the plans during strategy implementation	25	3.32	1.314	1.727

Implementation hindered by laid down procedures during strategy implementation	25	2.52	1.262	1.593
Poor feedback mechanism on strategy implementation during strategy implementation	25	2.00	1.000	1.000
Lack of interdepartmental coordination during strategy implementation	25	2.08	1.222	1.493
Lack of proper communication during strategy implementation	25	2.44	1.121	1.257
Failure in prioritizing strategies during strategy implementation	25	2.80	1.225	1.500
Misallocation of funds during strategy implementation	25	2.40	1.041	1.083
Lack of understanding by employees of what is expected in the implementation process during strategy implementation	25	2.40	1.555	2.417
Corruption by management during strategy implementation	25	1.96	1.241	1.540
Lack of machines during strategy implementation	25	2.36	1.469	2.157

Poor remuneration of staff during strategy implementation	25	2.36	1.350	1.823
Community interference with implementation during strategy implementation	25	2.32	1.376	1.893
Political interference during strategy implementation	25	2.80	1.683	2.833
Ever changing government policies during strategy implementation	25	4.12	1.301	1.693
Valid N (listwise)	25			
Grand Mean		2.6100		

Source: Research Data

From the data in table 4.16 above ever changing Government policy had a mean of 4.12, inadequate funding 3.32, lack of trained personnel 3.28, inadequate time allocation 2.92 and lack of proper leadership 2.92.This means that majority of respondents acknowledge that ever changing Government policies, inadequate funds, lack of trained personnel, inadequate time allocation and lack of proper leadership as serious challenges in implementing strategic plans.

It is critical that poor feedback mechanism was not a serious challenge since it had a mean of 2.00 and also corruption by management that had a mean of 1.96. This could be explained by the fact that the study population were private hospitals and that their proprietors could be personally managing finances.

Some of the challenges that scored less include poor feedback mechanism, corruption, and lack of interdepartmental coordination with mean score of 2.00, 1.96, and 2.08 respectively. These means imply that the hospitals did not find them as serious challenges.

4.4 Responses to Strategic Challenges

The second objective of the study was to establish the responses to strategic plans implementation challenges. The respondents were asked on a five point scale the extent to which they encountered these challenges where 1 represented not at all, 2 little extent, 3 moderate extent, 4 Great extent and 5 very high extent. The data analyzed the mean score. It had a grand mean of 4.1333.The higher the mean score mean the stronger the response. The results are shown in the table 4.17 below.

Table 4.17 Responses to Strategic Challenges

Responses	N	Mean	Std. Deviation	Variance
Restructuring of the hospital	25	4.44	.768	.590
Increase in communication within the hospital	25	4.48	.823	.677
Continuous training of staff on the strategic objectives	25	4.48	1.194	1.427
Sourcing for funds from donors	25	4.48	1.005	1.010
Motivation of staff by promoting those who achieve strategic objectives	25	4.24	1.012	1.023
Organizing for team building activities	25	4.12	1.092	1.193
Involvement of the community by having a representation in strategic team	25	3.72	1.308	1.710

Staff representation in the government regulatory body	25	3.88	1.130	1.277
Having hospital meetings between the top management and the employees Grand Mean	25	4.52	1.005	1.010
Valid N (listwise)	25			
Grand Mean		4.1333		

Source: Research Data

According to the data in table 4.17 above the responses that were strongly put in place were, continuous training of staff with a mean score of 4.48, sourcing for funds with a mean of 4.48, increase in communication with a mean of 4.48, restructuring the hospital with a mean of 4.44, motivation of staff who achieve strategic objectives with a mean of 4.24, having hospital meetings between the top management and the staff with a mean of 4.52 and organizing team building activities with a mean of 4.12.

Hospital meetings between top management and the staffs had a mean score of 4.52 giving the indication that it was the strongest response undertaken to tackle challenges in the private hospitals. Other strong responses included increase in communication, sourcing for funds and continuous training of staff on strategic objectives all with mean score of 4.48. It is also critical that according to the data all the responses were being taken into account with the hospitals since all of them had a mean score of 3.72 and above.

4.5 Discussion of Findings

The objectives of the study were to establish the challenges experienced by private hospitals in implementing strategic plans and also to establish the responses to those challenges. The study established that various challenges were being experienced during strategic plan implementation process. Some of the challenges that were strongly experienced according to the study findings are ever changing Government policies, inadequate funding for the plans and lack of trained personnel.

Change in Government policies is a challenge in strategy implementation because it leads to change in the course of action for the already started plans. This pose a challenge for the plans that were on going in terms of resources spent on them. These resources include finance, personnel and time spent in making sure that the plans are implemented. This finding is similar to findings found by Mburugu (2010) in her study on the challenges of strategy implementation at the Christian Health Association. In her study she agrees that changing policies mid stream jeopardises the already existing plans and this interferes with the whole process of strategy implementation. This could be the reason why the hospitals were having representation in the Government regulatory bodies to represent their interest during decision making.

Inadequate funding to implement the strategic plans was also a challenge shared by the private hospitals. This finding agrees with Kimwetich (2010) in her study on the challenges of strategy implementation in National Oil Corporation of Kenya in which she notes that inadequate finance was one of the strongest challenges to the corporation in their bid to implement laid down strategies. The study findings also

concur with study findings of Akwara (2010) on challenges on strategy implementation at the ministry of Cooperative Development and Marketing. This could be due to the fact that private hospitals not only face competition from the public hospitals but also among themselves. Competition means the hospitals clientele is lost to the other and thus reduction in revenue collection.

Having impressive strategy without adequate resources to execute the plans jeopardises the implementation process. Barney (1991) say that the more endowed an organization is, the more superior the firm. Based on the responses on sourcing for funds by the hospitals, it can be assumed that the hospitals are trying to increase their financial resource base. This will enable them to employ qualified staff, train their existing staffs and motivate the staffs.

Although other studies done before did not find lack of trained personnel as a challenge, it was strongly evident in this study as a challenge. This could be as a result of constraining financial resources. Inadequate finances lead to underemployment as well as employing of unqualified personnel. Lack of trained personnel may pose a challenge of inability to come up with strategies that will make the hospitals have a competitive edge. Continuous training of the staff done by the hospitals explains the strength of the challenge.

Implementation of strategic plans by the private hospitals is faced with several challenges just like any other organization. The study found out that various responses are being undertaken by hospitals in an attempt to deal with these challenges. Among the responses that the respondents acknowledge were in practice included

restructuring of the hospitals, increasing communication within the hospital, continuous training of staff on the strategic objectives and having hospital meetings between the hospital top management and the staff.

According to the study findings, private hospitals are involved in restructuring the hospitals. This could be to allow strategy implementation process progress in a smooth manner. The private hospitals would want to have a fit between strategy and structure as they are cognisant of the need to align structure and strategy. David, 1997 and Pearce & Robinson 1994 argue that there is no one optimal organization structure or design for a given strategy or type of an organization.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATION

5.1 Introduction

This chapter presents a summary of the research findings, conclusions of the study, recommendations of the study, limitations of the study and suggestions for further research. The summary is based on the demographics, strategic plans, challenges of strategic plans implementation and the responses to strategic plans implementation challenges.

5.2 Summary of Findings

Strategy implementation is a process where strategies and policies are put into action. It is a critical stage of the entire strategic management process. The study objectives were to establish the challenges of strategy implementation by private hospitals in Nairobi County and to identify how the private hospitals were responding to those challenges. The study revealed that 25 respondents were interviewed and these included the CEO'S, directors, human resource managers and hospital administrators. The hospitals had existed for varied years with only 5 having been in operation for less than 3 years. All the hospitals targeted in the study had strategic plans and 48% of them had plans for three years. All the respondents were on the affirmative that they involve departmental heads in decision making process.

The first objective of the study sought to establish the challenges of implementing strategic plans by the private hospitals. The challenges that emerged strongly from the study include lack of trained personnel, inadequate funding for the plans and ever

changing Government policies. Lack of trained personnel being a challenge, the study found out that in response to it the hospitals had embarked on continuous training of their staff on strategic objectives with 80% of the respondents doing it at a very high extent.

In adequate funding for the plans also emerged from the study as a strong challenge. The study found out that in mitigating this challenge majority of the hospitals were sourcing for funds at a very high extent. Due to ever changing Government policies, the hospitals have looked at ways of dealing with this challenge by ensuring that they have representations in the various Government bodies with 36% of the respondents reported representation to a very high extent while 32% of them reported representation to a great extent.

Although implementation of strategic plans by the private hospitals is faced with several challenges, the study found out that various responses were being undertaken by hospitals in an attempt to deal with them. Among the responses were restructuring of the hospitals, increasing communication within the hospital, continuous training of staff on the strategic objectives and having hospital meetings between the hospital top management and the staff.

Among the respondents interviewed, 60% of them reported that they were restructuring at a very high extent and 64% agreed that increasing communication was being done at a very high extent. Continuous training on strategic objectives had an over whelming 80% of the respondents saying they were training at a very high extent. Funds being a problem to effectively implement strategic plans 68% of the

respondents acknowledged sourcing for funds at a very high extent while 72% of the respondents reported having meetings between top management and the employees at a very high extent.

5.3 Conclusions of the Study

The study shows that lack of trained personnel to implement strategic plan is an impediment to effective implementation of strategic plans by private hospitals. It also highlights that inadequate funding for the plans is also a major challenge to these hospitals. The ever changing Government policies was also strongly acknowledged as a major challenge that private hospitals battle with in trying to implement strategic plans.

Private hospitals put a lot of work in responding to strategic management challenges. These responses include hospital meetings with staff, sourcing for funds, continuous training of staff, enhancing effective communication within the hospitals and restructuring of the hospitals.

5.4 Recommendations of the Study

The study found that ever changing Government policies, inadequate funding and lack of trained personnel were the strongest challenges experienced by private hospitals. Effective strategy implementation gives an organization strategic fit over the competitors. It is considered optimum depending on how well an organization embraces appropriate action plans and personnel carrying out or implementing the plans.

5.4.1 Implications for Theory and Knowledge

After considering the results for this study, recommendations are suggested that hospitals should conduct environmental scanning before strategy implementation. In doing so, they will be more aware of their internal environment and this would give them foresight on how to respond to the anticipated challenges. This will ensure smooth implementation of the strategic plans. By understanding the internal environment, private hospitals will be able to identify areas that they lack trained personnel that can execute laid down strategies inorder to employ or organize for internal training of the existing staff.

The study also established that private hospitals employ various responses to strategy implementation challenges. It is important to note that increase in communication within the hospital, continuous training of staff, sourcing for funds, having hospitals meetings between top management and employees, organizing team building activities, motivation of staff and restructuring the hospital were some of the responses that private hospitals.

5.4.2 Recommendations for Managerial Policy and Practice

The study found that ever changing Government policies was the strongest challenge that the private hospitals were experiencing. Therefore the study recommends that private hospitals should ensure that they have adequate representation in various Government bodies. This will enable them model their strategic plans with those of the Government. This will also help the Government realise the frustrations private hospitals go through in implementing strategic plans and therefore come up with a policy that will take into consideration both public hospitals and private hospitals.

This study therefore recommends that private hospitals should seek for more funds to be able to train their personnel on strategic objectives, employ qualified personnel and to motivate their staff whenever they achieve strategic targets. Since implementation of strategy is done by people, private hospitals should invest in their human resource. This will help them implement their strategic plans effectively and subsequently increase their performance.

Lack of trained personnel emerged as a strong challenge in strategy implementation in the study. It must be appreciated that training of staff require a lot of resources and for this reason private hospitals should come up with a policy that ensures that they employ staff with a knowledge base on strategic management. This will help them implement their strategies successfully and it will also reduce their financial obligation in training of the staff.

5.5 Limitations of the Study

The study did not look into how the strategic responses were beneficial in giving the private hospitals a competitive edge. It also did not directly link strategy and response. The study also failed to give a control of another category of health providers like nursing homes for ease of comparison.

The researcher was faced with financial limitation and time constrained. The hospital administrators were not readily available and it took several trips to various hospitals to get the questionnaires. Because of financial constrain, it was not possible to contract a research assistant to follow up the questionnaires so the researcher had to follow up on her own.

5.6 Suggestions for Further Research

Strategy implementation is the process where crafted strategies are put into action. With the emerging responses the private hospitals are putting in place, it would be interesting to find out how the responses to implementation challenges are used by the private hospitals as a competitive strategy against their competitors.

It would also make an interesting comparison if there was a study done on the challenges of implementing strategic plans by the public hospitals and also the responses the public hospitals have put in place to deal with them. This will give an indication as to whether both private and public hospitals experience similar or different challenges.

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APPENDICES

PART A: DEMOGRAPHICS

This questionnaire seeks to establish the challenges of strategy implementation and the responses towards those challenges. The information that will be collected will be exclusively for academic purposes and will be confidential. A copy of the results of the findings will be availed to the interviewed institution on request. Your valued assistance in completing this questionnaire will be highly appreciated.

Please tick appropriately in the provided spaces.

1. Please write the name of your hospital--- --
2. Please indicate here your job title ---

3. Please indicate ownership of the hospital-- --

4. How many years has the hospital been operating? ---------------------------------

5. How many departments do you have ---

6. Please write here how many employees are employed in the hospital------------ ---

7. How many employees are technical staffs? ---------------------------------------

8. How many branches do you have? ---

PART B
STRATEGIC PLAN

1. Do you have a strategic plan for the hospital? (Please tick appropriately)

Yes ( )

No ( )

2. What is the time frame for your strategic objectives? (Please tick appropriately)

1yr ( )

2yrs ( )

3yrs ( )

4yrs ( )

Over 5yrs ( )

3. How do you rate the adoption of the strategic plan process? Please rate on a 5 point scale, where: 1=Very low 2= Low 3=Moderate 4= High 5= Very high

Strategic plan process	1	2	3	4	5
Formulation of strategic plan					
Implementation of strategic plan					
Monitoring and Evaluation of strategic plan					

4a). Have the departmental heads ever been involved in decision making process? (Please tick appropriately)

Yes ( )

No ( )

4b). If Yes at what level have they been involved? Please rate on a 5 point scale, where 1= Very low 2= Low 3= Moderate 4= High 5= Very high

Strategic plan process	1	2	3	4	5
Formulation stage					
Implementation stage					
Monitoring and Evaluation					

PART C
CHALLENGES OF IMPLEMENTING STRATEGIC PLAN

To what extent have you experienced the following challenges during strategy implementation? Please rate on a 5 – point scale, where 1= Not at all 2= Little extent 3= Moderate extent 4= Great extent 5= Very great extent

Challenges of implementation	1	2	3	4	5
Lack of team work by the employees					
Poor organisation culture					
Lack of proper leadership					
Inadequate time allocation for implementation					
Resistance to change by staff					
Lack of trained personnel to implement strategic plan					
Inadequate funding for the plans					
Implementation hindered by laid down procedures					
Poor feedback mechanism on strategy implementation					
Lack of interdepartmental coordination					
Lack of proper communication					
Failure in prioritizing strategies					

Misallocation of funds					
Lack of understanding by employees of what is expected in the implementation process					
Corruption by management					
Lack of machines					
Poor remuneration of staff					
Community interference with implementation					
Political interference					
Ever changing Government policies					

Other challenges (specify) ---

PART D
RESPONSES TO STRATEGIC CHALLENGES

To what extent have the following responses been adopted? Please rate on a 5- point scale where 1 = Not at all 2= Little extent 3= Moderate extent 4= Great extent 5= Very high extent

Responses to challenges	1	2	3	4	5
Restructuring of the hospital					
Increasing communication within the hospital					
Continuous training of staff on the strategic objectives					
Sourcing for funds from donors					
Motivation of staff by promoting those who achieve strategic targets					
Organizing for team building activities					
Involving the community by having a representation in the strategic team					
Staff representation in the Government regulatory body					
Having hospital meetings between the top management and the employees					

Other responses (specify) ---

APPENDIX II LIST OF PRIVATE HOSPITALS IN NAIROBI COUNTY

Code	Name	Province	County	District	Division	Owner
12867	Aga Khan Hospital	Nairobi	Nairobi	Westlands	Westlands	Private Enterprise (Institution)
12874	Avenue Hospital	Nairobi	Nairobi	Westlands	Westlands	Private Enterprise (Institution)
12902	Compassionate Hospital	Nairobi	Nairobi	Kasarani	Kasarani	Private Enterprise (Institution)
12950	Gertrudes Childrens Hospital	Nairobi	Nairobi	Westlands	Westlands	Private Enterprise (Institution)
12965	Guru Nanak Hospital	Nairobi	Nairobi	Starehe	Central	Private Enterprise (Institution)
12975	Huruma Maternity Hospital	Nairobi	Nairobi	Kasarani	Kasarani	Private Enterprise (Institution)
12986	Jamii Medical Hospital	Nairobi	Nairobi	Kasarani	Kasarani	Private Enterprise (Institution)
19318	Juja Road Hospital (Nairobi)	Nairobi	Nairobi	Starehe	Kariokor	Private Enterprise (Institution)
13014	Kayole Hospital	Nairobi	Nairobi	Embakasi	Embakasi	Private Enterprise (Institution)
19316	LAD NAN Hospital	Nairobi	Nairobi	Starehe	Kariokor	Private Enterprise (Institution)

13042	Langata Hospital	Nairobi	Nairobi	Langata	Lang'ata	Private Enterprise (Institution)
13086	Melchezedek Hospital	Nairobi	Nairobi	Dagoretti	Dagoretti	Private Enterprise (Institution)
13109	Meridian Equator Hospital	Nairobi	Nairobi	Langata	Lang'ata	Private Enterprise (Institution)
13090	Metropolitan Hospital Nairobi	Nairobi	Nairobi	Makadara	Makadara	Private Enterprise (Institution)
13098	MP Shah Hospital (Westlands)	Nairobi	Nairobi	Westlands	Westlands	Private Enterprise (Institution)
13110	Nairobi Hospital	Nairobi	Nairobi	Westlands	Westlands	Private Enterprise (Institution)
13115	Nairobi West Hospital	Nairobi	Nairobi	Langata	Lang'ata	Private Enterprise (Institution)
13117	Nairobi Womens Hospital (Hurlingham)	Nairobi	Nairobi	Westlands	Westlands	Private Enterprise (Institution)
16795	Nairobi Womens Hospital Adams	Nairobi	Nairobi	Westlands	Westlands	Private Enterprise (Institution)
13158	Radiant Pangani Hospital	Nairobi	Nairobi	Starehe	Central	Private Enterprise (Institution)
13202	St Francis Com Hospital	Nairobi	Nairobi	Kasarani	Kasarani	Private Enterprise

						(Institution)
13205	St John Hospital	Nairobi	Nairobi	Kasarani	Kasarani	Private Enterprise (Institution)
13004	The Karen Hospital	Nairobi	Nairobi	Langata	Lang'ata	Private Enterprise (Institution)
13241	Umoja Hospital	Nairobi	Nairobi	Embakasi	Embakasi	Private Enterprise (Institution)
13247	Victory Hospital	Nairobi	Nairobi	Embakasi	Embakasi	Private Enterprise (Institution)
13257	Wentworth Hospital	Nairobi	Nairobi	Embakasi	Embakasi	Private Enterprise (Institution)

Source: e- Health –Kenya Facilities website (http://www.ehealth.or.ke 2013)