

The Influence of Healthcare Strategic Planning on Enhancing the Medical Staff Performance: A Case Study of Raparin Hospital in Erbil City

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Abstract— *This research aims to examine the influence of healthcare strategic planning on enhancing the medical staff performance: A Case Study of Raparin Hospital in Erbil City. A quantitative method was used to analyse the empirical data in the present research. The random sampling technique is also used as a sampling method. Based on that the researcher distributed 100 questionnaires among the medical staff of Raparin Hospital in Erbil City, but only 76 questionnaires were received and completed properly. The study developed four research hypotheses to measure the influence of healthcare strategic planning on medical staff performance. The findings revealed that the most effective strategic planning was to implement an effective learning and growth perspective, followed by a patient's perspective, a financial perspective, and finally an internal business (healthcare) process perspective. The research contributes to the literature and provides unique information that benefits the Hospitals in Erbil city by improving the quality of healthcare services through healthcare staff performance. Further research could be conducted on other sectors since the current study was a case study that was limited to Raparin hospital in Erbil therefore exploration into strategic planning as the determinant of organizational performance would be an interesting area for further research.*

Keywords— *Strategic Planning, Medical Staff Performance, Patients, Internal Healthcare Process.*

I. INTRODUCTION

The environment of healthcare is always changing, extremely intricate and fraught with difficulties. In today's world, companies that provide medical care are confronted with a myriad of difficult difficulties, most notably in terms of quality, efficacy, and efficiency (Maphumulo & Bhengu, 2019). As a result, managers and leaders in the healthcare business need to adopt new strategies to adapt their organizations to the shifting internal and external environments and to meet the level of complexity present in the healthcare sector. The use of strategic management is an acceptable answer to these issues because it enables managers to make the most of any changing environment and produce the best possible results. The concept of strategy refers to the ability to plan the elimination of one's opponents through the efficient use of resources and

embodies both the art and the science of being a general (Henriksen et al., 2020). In a dynamic, globalized, volatile, and unpredictable world, an organization's strategy demonstrates its long-term direction and scope through its configuration of talents and resources to establish a competitive advantage and fulfill the expectations of stakeholders (Mousa & Othman, 2020). A reasonable, logical, and methodical strategy is utilized in strategic management, which may be defined as a plan of action to accomplish an organization's vision and long-term strategic goals. To understand an organization's strategic position, it is necessary to conduct an analysis of the organization's internal as well as its external environments, specify the organization's long-term direction, define a clear vision, establish achievable long-term goals and objectives, devise strategies, tactics, policies, and action plans to achieve these goals and objectives, allot the

necessary resources to put these action plans into effect, and finally, evaluate the organization's performance (Harris et al., 2019).

Managers in healthcare can enhance and deploy their resources for the pursuit of a desired and specified future since strategic management raises managers' awareness of external opportunities and threats as well as internal strengths and weaknesses; it also improves managers' understanding of the positions and strategies of competitors (Buljac-Samadzic et al., 2020) it fosters communication between managers and employees (Giusti et al. 2020); it boosts employees' productivity and performance (Yip et al., 2019); it boosts an organization's competitiveness and profitability (Paul et al., 2018), and it reinforces the market position of the organization (Hossain et al., 2019). The process of formulating, carrying out, and assessing a strategy is what we mean when we talk about strategic management (Rosen et al., 2018). Furthermore, the performance of medical staff is a systematic process for enhancing overall hospital performance by optimizing doctors' and medical team performance. Hence, this is a way of producing improved results by recognizing and controlling access within a defined system of targeted goals, priorities, and criteria for competencies. The research findings and recommendations are also expected to contribute to or benefit the hospitals in Erbil and Kurdistan region in promoting the quality of healthcare services through enhancing healthcare staff performance.

Healthcare Strategic Planning

Establishing a healthcare mission, vision, goals, and objectives, as well as developing appropriate strategies, and action plans to accomplish these things, is known as strategy formulation. To successfully implement a strategy, one must allot resources to put action plans into motion, adapt organizational structure and culture to be compatible with the strategies, and take the initiative to steer the necessary changes to realize one's goals and objectives. In conclusion, strategy assessment is concerned with monitoring the performance of an organization in comparison to its declared strategic goals and objectives and implementing any required corrective steps to ensure that strategies are effective (Papa et al., 2020). The formation of a strategy, often known as strategic planning, is the first stage of strategic management. Since the 1950s, several businesses and organizations of all sizes and types have turned to strategic planning as a means of gaining a competitive advantage. Better organizational performance (Purcell et al., 2019) and financial success are the end effects of successfully implementing strategic plans (Assefa et al., 2019). Companies that develop and use

strategic plans consistently outperform their competitors in terms of both productivity and profitability.

A strategic plan would be a valuable and useful tool for achieving competitive advantage in an environment such as the volatile healthcare market, dynamic and complex structures, and cultures, rapidly changing medical technologies, informed and demanding customers, skilled and professional competitors, and resource limitation (Brownson et al., 2018). To be able to deliver services that are economical, safe, effective, and of high quality, managers in the healthcare industry need to engage in strategic planning. However, in terms of developing and putting into action strategic strategies, the health business has fallen far behind other industries. Since 1980, managers in the healthcare industry have been developing and putting into action strategic plans to deliver services with added value and cater to the various requirements of the people. Previous research has demonstrated that strategic planning has a beneficial effect on the overall performance of healthcare organizations (Moons et al., 2019). For instance, strategic planning in a hospital in the United States raised profits while simultaneously lowering personnel turnover and improving patient satisfaction (Wasserman et al., 2019). Although it is anticipated that strategic planning would be beneficial to businesses, the implementation of this process in practice requires a great deal of difficulty. According to the findings of several research, businesses are only successful in putting 70–80 percent of their strategic goals into action (Soukup et al., 2018). According to several studies, the effectiveness rate of techniques ranges from barely 10–30 percent (Waterman, et al., 1980; Raps and Kauffman, 2005).

As indicated by Trent et al. (2019) a great number of managers in healthcare organizations struggled to put their strategic goals into action. A lack of commitment from top management, inadequate knowledge, unclear strategies, misallocation of resources, corporate culture, a lack of teamwork, resistance to change, politics within the organization, and an absence of adequate operational measures are some of the obstacles that can get in the way of effective strategic planning (Tangcharoensathien et al., 2018). The process of providing healthcare extends well beyond the confines of the health industry. Within the framework of Western medicine, the concept of "healthcare" refers to the organized medical treatment of individual patients. This topic is brought to light by the implementation of medical technology in an institutional environment by experts who work in the healthcare system. On the other hand, healthcare is not always clearly differentiated from other activities that aim to improve the quality of human life, nor is it always valued primarily for its contribution to the maintenance of good health. Those

working in healthcare may frame their aims not in terms of enhancing patients' well-being, which should be their long-term ambition, but rather in terms of managing an organization, which should be their more immediate, day-to-day objective. Some people believe that access to medical care is a fundamental human right and an essential component of any civilized society's obligation to provide for its citizens. Others believe that medical treatment should be regarded as an expense and that the health industry should be regarded as a producer of healthcare that is the focus of political conflict and the acquisition of votes - a commodity or resource for which individuals vie with one another (Sinclair et al., 2020).

Healthcare Strategy Development

The healthcare system is dynamically shifting, immensely complex, and loaded with challenges at all times. Establishments that are in the business of providing medical care are facing a multitude of challenging obstacles in the modern world, most notably in terms of the quality, efficacy, and efficiency of their operations and staff performance (Hone et al., 2018). As a direct consequence of this, managers and leaders in healthcare need to adopt new strategies to adapt their organizations to the evolving internal and external environments and to meet the amount of complexity that is present in the healthcare sector. Because it supports managers to make the most of any changing environment and generate the best outcomes possible, the use of strategic management is an appropriate response to these difficulties (Stogner et al., 2020). The strategy of an organization demonstrates the long-term direction and scope of the organization through its configuration of talents and resources to establish a competitive advantage and fulfill the expectations of stakeholders in a world that is dynamic, globalized, volatile, and unpredictable. This is done to meet the expectations of stakeholders and establish a sustainable advantage for the organization (Scott et al., 2018).

In strategic management, which may be described as a plan of action to fulfill an organization's vision and long-term strategic goals, a strategy that is rational, logical, and systematic is applied. Strategic management may also be referred to as strategic leadership. To understand the strategic position of an organization, it is necessary to conduct an analysis of the organization's internal as well as its external environments, specify the organization's long-term direction, define a clear vision, establish long-term goals and objectives that are attainable, create strategies, tactics, policies, and action plans to achieve these goals and objectives, allot the necessary resources to put these action plans into effect, and finally, evaluate the organization's progress in achieving its goals and

objectives (Dang, et al., 2019). Because of strategic management, managers can improve and utilize their resources to work toward the achievement of a desired and predetermined future. It improves managers' understanding of the positions and strategies of competitors (Land et al. 2019); it fosters communication between managers and employees (Wang & Wang, 2020); it increases employees' productivity (Theobald et al. 2018); it increases an organization's competitiveness and profitability (Li et al. 2018), and it reinforces the market position. Strategic management raises managers' awareness of external opportunities and threats as well as internal strengths and weaknesses (Vuong et al., 2021).

The strategy also means the process of developing, implementing, and evaluating a strategy. This is what we mean when we say strategic management (Cheng et al., 2018). The process of determining an organization's mission, vision, goals, and objectives, as well as developing suitable strategies, tactics, and action plans to accomplish these things, is referred to as the formulation of strategy. This process also includes the development of appropriate strategies, tactics, and action plans. It is necessary to allocate resources to put action plans into motion, adapt organizational structure and culture to be compatible with the strategies, and take the initiative to steer the necessary changes to realize one's goals and objectives to have a successful implementation of a strategy. In conclusion, strategy assessment is concerned with monitoring the performance of an organization in comparison to its declared strategic goals and objectives and implementing any necessary corrective steps to ensure that strategies are effective. This is done to ensure that strategies are utilized in the most efficient manner possible (Shahid et al., 2019).

The first step in the strategic management process is the formulation of a strategy, which is also commonly referred to as strategic planning. Since the 1950s, several companies and organizations of varying sizes and scopes have resorted to strategic planning as a method of getting an advantage over their rivals in the marketplace. Better organizational performance (Chang et al., 2020) and financial success are the results of effectively executing strategic plans. Businesses that create and implement strategic plans routinely outperform their rivals in terms of both their productivity and their profitability.

In a market as volatile as healthcare, with structures and cultures that are dynamic and complex, with medical technologies that are constantly evolving, with customers who are knowledgeable and demanding, with competitors who are skilled and professional, and with limited resources available, a strategic plan would be a valuable

and useful tool for achieving a competitive advantage (Albarqouni et al., 2018). Managers in the healthcare business are required to participate in strategic planning to be able to provide services that are not only cost-effective but also safe, efficient, and of high quality. However, in comparison to other sectors of the economy, the health industry lags far behind others in terms of formulating and putting into practice strategic plans. Since 1980, managers in the healthcare business have been designing and putting into effect strategic plans to provide services with an increased value and to adapt to the diverse requirements of the people. Previous studies have shown that strategic planning has a positive influence on the overall performance of healthcare organizations, which demonstrates the importance of this practice (Maphumulo & Bhengu, 2019). For instance, strategic planning in a hospital in the United States improved patient satisfaction while simultaneously reducing employee turnover and increasing earnings (Henriksen et al., 2020). Although it is thought that strategic planning would be advantageous to organizations, the actual process of putting this planning into reality may be quite challenging. It has been shown that organizations are only able to successfully put 70–80 percent of their strategic goals into action, according to the findings of many studies (Mousa & Othman, 2020).

According to the findings of some different research, the percentage of successful applications of methods ranges from just 10–30 percent (Harris et al., 2019). The issue is a great deal more serious in the field of healthcare. A significant proportion of managers working in healthcare companies had difficulty putting their strategic objectives into practice (Buljac-Samarzic et al., 2020). Some of the obstacles that can get in the way of effective strategic planning include a lack of commitment from top management, insufficient knowledge, unclear strategies, misallocation of resources, corporate culture, a lack of teamwork, resistance to change, politics within the organization, and a lack of adequate operational measures (Giusti et al., 2020).

The process of delivering medical treatment encompasses a lot more than what can be accomplished within the constraints of the health professional. Within the context of Western medicine, the term healthcare refers to the coordinated and standardized process of providing medical care to individuals. The application of medical technology in a clinical setting by professionals who work in healthcare has pushed this issue to the forefront of discussion. On the other hand, healthcare is not always valued primarily for its contribution to the upkeep of good health, and it is not always clearly distinguished from other activities that aim to improve the quality of human life. Moreover, healthcare is not always clearly differentiated

from other activities that aim to improve the quality of human life. Those who work in healthcare may frame their goals not in terms of enhancing the well-being of patients, which should be their long-term ambition, but rather in terms of managing an organization, which should be their more immediate and day-to-day objective. Their long-term goal also should be to improve patients' well-being. Some individuals believe that having access to medical care is one of the most fundamental human rights, as well as an integral component of the responsibility that every civilized society has toward its residents to provide for them. Others believe that medical treatment ought to be regarded as an expense and that the health industry ought to be regarded as a producer of healthcare that serves as the focal point of political conflict and the acquisition of votes - a commodity or resource for which individuals compete with one another (Yip et al., 2019).

Medical Staff Performance

Enhancing the staff performance within healthcare professionals and hence the performance of healthcare organizations necessitates figuring out if the four dimensions may be utilized as a reference for studies on staff performance in the medical field. Despite a paradigm proposed by Paul et al. (2018), it is limited in its relevance to healthcare research in general since it only considers the task and context performance components. Therefore, it is critical to identify how medical staff performance in healthcare is seen in the research literature and whether it connects to the dimensions of the task, contextual, and adaptive performance, and counterproductive work behaviour in the context of a healthcare setting. Investigating which healthcare fields and professions have employed the four dimensions in research will help determine whether they can be applied to the whole area of healthcare. Finally, determining how and at what level organizations may apply changes to affect work performance is crucial to modify and enhance the performance of healthcare professionals. For example, if a technological core must operate in a larger organizational, social and psychological context, it involves activities such as volunteering for extra work and maintaining excellent interpersonal connections.

Work system or work role changes can have a significant impact on the ability of an employee to adjust. Adaptability, proactivity, and innovative performance are some ways to describe it. Adaptive performance has received more attention in recent decades because of the changing nature of the workplace. Instead of being considered a part of contextual performance, adaptable performance was formerly considered a separate dimension. Finally, when we talk about "counterproductive

work behaviour," we're referring to actions that undermine an organization's ability to succeed (Hossain et al., 2019). Off-task behaviour, unruliness, thievery, drug misuse, absenteeism, and presenteeism are only a few examples of this type of behaviour. There have been several discussions and conceptualizations of how people accomplish their jobs. The job-specific frameworks in that study are related to the military and employees and managers in the service and sales industry (Rosen et al., 2018).

The technological core of an organization has a direct impact on task execution. The phrase refers to both direct and indirect tasks that are a component of a worker's employment, such as treating patients and employing nurses. Task behaviour, job, and non-job-specific tasks, role performance, technical activities, and action orientation are all considered to be part of task performance. Interpersonal behaviour, organizational citizenship behaviour, additional role performance, and peer team engagement are all examples of contextual performance (Papa et al., 2020). Modifying and improving the performance of healthcare professionals and, as a result, the performance of healthcare organizations requires determining whether or not the four dimensions can be used as a reference for studies on job performance in the medical field. Changing and improving the performance of healthcare organizations also requires changing and improving the performance of healthcare professionals. The fact that Purcell et al., (2019) paradigm only considers the task and context performance components means that its applicability to healthcare research, in general, is restricted. As a result, it is essential to determine how job performance in the healthcare industry is viewed in the research literature, and whether or not it is connected to the dimensions of the task, contextual, and adaptive performance, as well as counterproductive work behaviour in the context of a healthcare setting. The question of whether or not the four dimensions can be applied to the entirety of the healthcare sector may be answered by investigating which areas and professions within the healthcare sector have used the dimensions in the study. To modify and improve the performance of healthcare professionals, it is essential to determine how companies may implement changes to influence job performance and at what level such changes can be implemented. For instance, if a technology core has to function inside a wider organizational, social, and psychological framework, this necessitates engaging in activities like offering to do extra work for free and ensuring that great interpersonal relationships are maintained (Abdullah et al., 2020; Assefa et al., 2019).

Changes in either the work system or the employee's function at work can have a substantial influence on an employee's capacity to adapt. It may be described in several ways, some of which include adaptability, proactivity, and inventive performance. Because of the rapidly shifting nature of the workplace over the past few decades, adaptive performance has garnered a greater amount of attention. Adaptable performance was once regarded to be a distinct dimension, rather than being viewed as something that should be considered a component of contextual performance. It means activities that make it more difficult for a business to be successful. This category of conduct encompasses a wide range of undesirable traits, including but not limited to off-task behaviour, unruliness, theft, drug abuse, absenteeism, and presenteeism (Brownson et al. 2018). There have been some debates and ideas put up on the processes that individuals use to carry out their work. Within the scope of their systematic study, Koopmans et al. discovered both generic and job-specific frameworks. The job-specific frameworks discussed in that study apply to members of the armed forces as well as workers and supervisors in the service and sales industries. The framework that Moons et al. (2019) developed for the healthcare industry [10] made use of the theoretical model developed by Borman and Motowidlo. In consideration of the 35 different frameworks, the authors Koopmans et al. have determined that there are four major variables to consider: task performance, context performance, adaptive performance, and counterproductive work behaviour.

The technical foundation of an organization has an immediate bearing on how tasks are carried out. The expression refers to activities that are both, directly and indirectly, related to a worker's job, such as the provision of medical care to patients and the hiring of nursing staff. Task performance is comprised of a variety of subcomponents, the most notable of which are task behaviour, job, and non-job-specific tasks, role performance, technical activities, and action orientation. Contextual performance can take on a variety of forms, including interpersonal conduct, organizational citizenship behaviour, performance in other roles, and participation in peer teams (Abdullah et al., 2022; Wasserman et al., 2019).

Conceptual Research Model

As the significant step before developing the research hypotheses, the conceptual model is established, which is comprised of five constructs, such as financial preceptive, patient preceptive, internal business process preceptive, learning and growth preceptive, and staff performance, see Fig. 1 below.

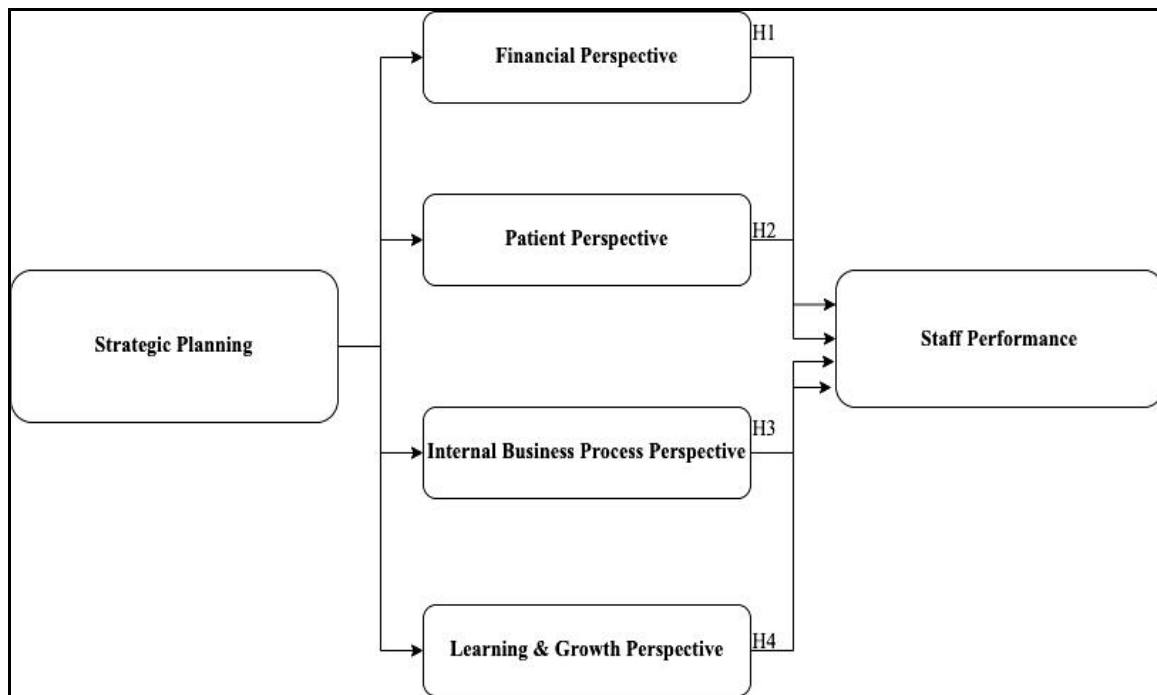


Fig.1: Conceptual Framework

Research Hypotheses

Hypothesis (1): There is a positive and significant influence of financial perspective on medical staff performance at Raparin hospital.

Hypothesis (2): There is a positive and significant influence of patient perspective on medical staff performance at Raparin hospital.

Hypothesis (3): There is a positive and significant influence of the internal business process perspective on medical staff performance at Raparin hospital.

Hypothesis (4): There is a positive and significant influence of learning and growth perspective on medical staff performance at Raparin hospital.

II. METHODOLOGY

This research aims to examine the Influence of Healthcare Strategic Planning on Enhancing the Medical Staff Performance: A Case Study of Raparin Hospital in Erbil City. A quantitative method was used to analyse the present research. The questionnaire consisted of 4 questions for financial perceptive factor, 4 questions for patient preceptive factor, 7 questions for internal business process preceptive, 6 questions for learning and growth preceptive factor, and 8 questions for staff performance. The sampling method used in this study was the random sampling technique. The study was carried out in Raparin hospital in Erbil. The researcher distributed 100

questionnaires, only 76 questionnaires were received and completed properly. The questionnaire was organized in a multiple-choice questions format. Five-point Likert scale was used, and the participants were asked to range from strongly disagree to strongly agree.

The Features of Participants

The questionnaire forms were distributed among the medical staff who work in Raparin Hospital in Erbil City. The results showed that among all the medical staff respondents, 64.5% (n=49) were female, while the male was 35.5% (n=27). As showed in Table 1 below 39.5% (n= 30) of the overall survey participants were in the age group of 30-39 years years that was the peak amount, followed by 36.8% (n= 28) aged belong to the group less than 30 years. In addition, 18.4% (n= 14) of the participants aged fall in the group 40-49 years. Furthermore, 5.3% (n= 4) went to the last group 50-59 years. Regarding the education level, results showed that bachelor degree holders reached 51.3% (n= 39), half of the survey respondents, followed by diploma holders at 32.9% (n= 25). In addition, board and master’s degrees each reached 7.9% (n= 6) of the overall samples.

When we look at the results in Table 1, we can find that among all the survey respondents, 44.7% (n=34) were nurses, followed by doctors who participated in the survey by 30.3% (n=23). In addition, 18.4% (n=14) of all participants were administrative staff, lastly, respondents who hold hospital manager came at 6.6% (n=5)

individuals. The outcomes displayed that 60.5% (n= 46) over half of the survey respondents experience within healthcare less than 10 years, 25% (n= 19) experience was belong the group 10-19 years. In addition, 11.8% (n= 9) of

the participants experience fall in the group 20-29 years. Furthermore, 2.6% (n= 2) went to the last group 30 and above.

Table 1: Features of Students' Participators

Profile	Description	Frequency	Percentage %	Total
<i>Gender</i>	Male	27	35.5	76
	Female	49	64.5	
<i>Age</i>	Less than 30 years	28	36.8	76
	30-39 years	30	39.5	
	40-49 years	14	18.4	
	50-59 years	4	5.3	
<i>Education Level</i>	Ph.D. or Board	6	7.9	76
	Master	6	7.9	
	Bachelor	39	51.3	
	Diploma	25	32.9	
<i>Specialization</i>	Hospital Manager	5	6.6	76
	Doctor	23	30.3	
	Nurse	34	44.7	
	Administrative Staff	14	18.4	
<i>Overall experience in healthcare</i>	Less than 10 years	46	60.5	76
	10-19	19	25.0	
	20-29	9	11.8	
	30 and above	2	2.6	

III. RESULTS

Establishing Reliability

Table 2 showed the results of the reliability analysis for four independent factors and a dependent factor. To establish the reliability, the Cronbach's α value linked to the constructs' internal reliability must be above 0.70. The Cronbach's Alpha value for the financial perceptive factor (0.832) for four indicators, which is greater than 0.7 means that the financial perceptive factor's four items were reliable for this study. The Cronbach's Alpha value for the patient perceptive was (0.812), which is greater than 0.7.

In addition, the value of Cronbach's Alpha for the internal business process perceptive was (0.799) for seven items, which is greater than 0.7 this means that the internal business process perceptive factor's seven items were reliable. Further, the Cronbach's Alpha for the learning and growth perceptive factor was (0.911) for six items, which is greater than .6 this means that the learning and growth perceptive factor's six items were reliable for this study. Finally, the Cronbach's Alpha for the staff performance factor was reached (0.809) for eight items, which is greater than .6 this means that the staff performance factor's eight items were reliable for this study.

Table 2: Reliability tests

Constructs	Cronbach's Alpha	Number of items
Financial Preceptive	0.832	4
Patient Preceptive	0.812	4
Internal Business Process Preceptive	0.799	7
Learning and Growth Preceptive	0.911	6
Staff Performance	0.809	8

Correlation Analysis

The results in Table 3 showed the correlation among four independent factors (Financial Preceptive, Patient Preceptive, Internal Business Process Preceptive, Learning and Growth Preceptive) and a dependent factor (staff performance). The value of R between financial preceptive factor and staff performance was reached (0.804**) indicating that they are significantly correlated. The value of R between patient preceptive factor and staff

performance (0.796**) indicates that they are significantly correlated. The value of R between the internal business process preceptive factor and staff performance (0.826**) indicates that they are significantly correlated. The value of R between learning and growth preceptive factors and staff performance (0.811**) indicates that they are significantly correlated. The results revealed that overall, all variables are significantly correlated with the dependent factor.

Table 3: Correlation analysis

		Financial	Patient	Internal Business	Learning & Growth
Financial Preceptive	Pearson Correlation	1			
	Sig. (2-tailed)	0.000			
Patient Preceptive	Pearson Correlation	0.594**	1		
	Sig. (2-tailed)	0.000			
Internal Business Process Preceptive	Pearson Correlation	0.691**	0.632**	1	
	Sig. (2-tailed)	0.000	0.000	0.000	
Learning & Growth Preceptive	Pearson Correlation	0.701**	0.624**	0.726**	1
	Sig. (2-tailed)	0.000	0.000	0.000	0.000
Staff Performance	Pearson Correlation	0.804**	0.796**	0.826**	0.811**
	Sig. (2-tailed)	0.000	0.000	0.000	0.000

** , Correlation is significant at the 0.01 level (2-tailed).
N= 76

Regression Analysis

The researcher used single regression analysis to test the research hypotheses. In terms of the first research hypothesis, a single regression was used, with financial preceptive as an independent variable and staff performance as the dependent variable. As the model summary revealed, R Square's coefficient is (0.774) which demonstrates the variation defined by the dependent variable staff performance due to independent variables represented by financial preceptive, patient preceptive, internal business process preceptive, learning & growth

preceptive, and consistency assume 77.4% of the staff in Raparin Hospital in Erbil City.

Table 4 showed the result of the first research hypothesis (1), which stated that there is a positive and significant influence of financial perspective on medical staff performance at Raparin hospital. The value of B = 0.878 which is higher than 0.01, accordingly the result revealed that there is a positive relationship between the financial preceptive factor and staff performance, thus, the first hypothesis is accepted.

Table 4: Coefficients of H1

Model	Unstandardized coefficients		Standardized coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	0.811	0.211		3.511	0.000
Financial Preceptive	0.878	0.061	0.821	17.612	0.000

a. Dependent Variable: Staff Performance

b. Predictors: (Constant), Financial Preceptive

N= 76

The second hypothesis (2) stated that there is a positive and significant influence of patient perspective on medical staff performance at Raparin hospital. Results in Table 5 showed that the value of (B = 0.862), this result revealed

that there is a positive relationship between the patient preceptive factor and staff performance, hence the second hypothesis is accepted.

Table 5: Coefficients of H2

Model	Unstandardized coefficients		Standardized coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	0.838	0.224	0.826	3.743	0.000
Patient Preceptive	0.862	0.054		15.904	0.000
a. Dependent Variable: Staff Performance					
b. Predictors: (Constant), Patient Preceptive					
N= 76					

To test the third hypothesis (3), which stated that there is a positive and significant influence of the internal business process perspective on medical staff performance at Raparin hospital, the regression analysis was applied. The results in Table 6 demonstrated that the value of (B =

0.632) is higher than 0.01, accordingly the result revealed that there is a positive relationship between internal business process preceptive factor and staff performance, based on that the third hypothesis is accepted.

Table 6: Coefficients H3

Model	Unstandardized coefficients		Standardized coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	0.611	0.230	0.589	3.142	0.000
Internal Business Process Preceptive	0.632	0.056		14.684	0.000
a. Dependent Variable: Staff Performance					
b. Predictors: (Constant), Internal Business Process Preceptive					
N= 76					

Furthermore, hypothesis (4) was also checked, which stated that there is a positive and significant influence of learning and growth perspective on medical staff performance at Raparin hospital. The results showed that

the value of (B = 0.926) is higher than 0.01, accordingly, the result presented that there is a positive relationship between learning & growth preceptive factor and staff performance, hence the fourth hypothesis is accepted.

Table 7: Coefficients H4

Model	Unstandardized coefficients		Standardized coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	0.367	0.268	0.896	3.142	0.000
Learning & Growth Preceptive	0.926	0.065		14.262	0.000
a. Dependent Variable: Staff Performance					
b. Predictors: (Constant), Learning & Growth Preceptive					
N= 76					

IV. CONCLUSIONS AND RECOMMENDATIONS

The effects of healthcare strategic planning on enhancing the medical staff performance: A Case study of Raparin Hospital in Erbil City. In addition, this study empirically supported a conceptual model of management and organizational success. While strategic planning is a tool for accomplishing organizational goals, it is also viewed as a goal by some managers. As a result, they just develop a strategic plan and give little attention to the quality of the plan or proper implementation. As a result, we can observe that, even though strategic planning is associated with improved organizational performance in many healthcare organizations in industrialized countries, there will be no significant success in those healthcare organizations that use strategic planning as a goal. Additionally, implementing a strategic plan without updating organizational structures, culture, and processes may result in less performance improvement and early strategic plan abandonment. Finally, a lack of a suitable model to help managers and employees in the implementation of strategic plans contributes to strategic planning failure.

As a result, a comprehensive model for establishing and implementing strategic plans to improve the performance of healthcare organizations is required. The research was carried out at Erbil's Raparin Hospital. As a result, notwithstanding its contributions, the findings must be treated with caution. These findings should be confirmed in different healthcare settings. Conducting similar studies in other nations' healthcare organizations would provide a more accurate picture of the success of strategic planning in healthcare organizations. In the future, researchers might want to look into how hard it is to make and use strategic plans in the health industry. The study developed four research hypotheses to measure the influence of healthcare strategic planning on medical staff performance. The findings revealed that the most effective strategic planning was to implement an effective learning and growth perspective, followed by a patient's perspective, financial perspective, and finally an internal business process perspective.

The research showed that implementing the strategic plan increased the Hospital's performance, particularly in terms of patient service delivery. One of the strategic plan's goals was to raise the doctor-to-patient ratio to internationally accepted norms, which was listed as one of the targets. Much effort was put into achieving this goal, which resulted in an improvement in patient service delivery. Strategic planning has enabled the hospital to fulfil its mandate by allowing it to provide the necessary services to those in need. The level of efficiency has increased as a

result of the strategic plan's implementation. The adoption of the strategic plan has increased the organization's ability to adjust to changes in the operating environment. Furthermore, the implementation of the strategic plan has enhanced the interaction between the hospital and its stakeholders. The management obtained thorough information on the strategic plan's potential impact on the Hospital's various subdivisions through this method. The Hospital must continue to involve employees in the strategic planning process, from formulation to implementation to monitoring and evaluation, to eliminate employee opposition during strategy implementation.

V. SCOPE FOR FURTHER RESEARCH

Further research could be conducted on other sectors of the economy since the current study was a case study that was limited to Raparin hospital in Erbil therefore exploration into strategic planning as the determinant of organizational performance would be an interesting area for further research.

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