

HCM 415 Milestone Two Guidelines and Rubric

Now that you have selected and carefully reviewed your case study, it is time to begin analyzing the situation the healthcare organization faces. In this milestone, you will evaluate the issue it faces in light of its mission, vision, and values.

You will write a 2–4-page analysis of the organization’s strategic planning approaches. Be sure to address the following:

- A. Based on its mission and vision statements, what can you discern about the organization’s **approach** to strategic planning? Be sure to provide specific examples to justify your response.
- B. What is the prevailing **issue** in question in the case study you selected?
- C. What do you see as the overall strategic planning **concerns** for the healthcare organization with regard to this issue?
- D. What **role** do you feel the healthcare manager plays in terms of strategic planning around this issue? Be sure to substantiate your claims.
- E. Who are the key **stakeholders** affected by or involved in this issue, and what role do they serve in strategic planning within the organization?

Guidelines for Submission: This short paper should be between 2 and 4 pages, not including cover page and references. This paper should be in APA format.

Critical Element	Exemplary (100%)	Proficient (90%)	Needs Improvement (75%)	Not Evident (0%)	Value
Overview	Meets “Proficient” criteria and expertly balances brevity with required detail	Provides a brief summary of the selected case study, including the organization’s mission and vision	Provides a summary of the selected case study, including the organization’s mission and vision, but response is verbose or has gaps in required detail	Does not provide a summary of the selected case study	5
Analysis: Approach	Meets “Proficient” criteria and draws nuanced connections between strategic planning and organizational mission and vision	Logically discerns the organization’s approach to strategic planning based on its mission or vision statements, providing specific examples to justify response	Discerns the organization’s approach to strategic planning based on mission or vision statements, but with gaps in logic, required detail, or specificity of examples	Does not discern the organization’s approach to strategic planning based on its mission or vision statements	18
Analysis: Issue	Meets “Proficient” criteria and uses industry-specific terminology to effectively communicate and establish expertise	Accurately identifies the prevailing issue in the selected case study	Identifies the prevailing issue in the selected case study, but with gaps in accuracy or required detail	Does not identify the prevailing issue in the selected case study	18
Analysis: Concerns	Meets “Proficient” criteria and makes nuanced inferences about organizational concerns with regard to the issue	Logically analyzes the overall concerns for the healthcare organization with regard to the issue	Analyzes the overall concerns for the healthcare organization with regard to the issue, but with gaps in logic or detail	Does not analyze the overall concerns for the healthcare organization with regard to the issue	18

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Analysis: Role	Meets “Proficient” criteria and demonstrates exceptional insight into the role of healthcare managers in strategic planning	Logically assesses the role the healthcare manager plays in terms of strategic planning around the issue, substantiating claims	Assesses the role the healthcare manager plays in terms of strategic planning around the issue, substantiating claims, but with gaps in logic, required detail, or substantiation	Does not assess the role the healthcare manager plays in terms of strategic planning around the issue	18
Analysis: Stakeholders	Meets “Proficient” criteria and demonstrates exceptional insight into identifying key stakeholders within organizations	Accurately identifies the key stakeholders affected by or involved in the issue and the role they serve in strategic planning within the organization	Identifies stakeholders affected by or involved in the issue and the role they serve in strategic planning within the organization, but with gaps in accuracy or required detail	Does not identify stakeholders affected by or involved in the issue	18
Articulation of Response	Submission is free of errors related to citations, grammar, spelling, syntax, and organization and is presented in a professional and easy-to-read format	Submission has no major errors related to citations, grammar, spelling, syntax, or organization	Submission has major errors related to citations, grammar, spelling, syntax, or organization that negatively impact readability and articulation of main ideas	Submission has critical errors related to citations, grammar, spelling, syntax, or organization that prevent understanding of ideas	5
Total					100%