

The SWOT matrix is a tool that can be utilized to explore strategic conditions that influence an organization. By analyzing the *internal environment* (strengths and weaknesses) and the *external environment* (threats and opportunities) organizational leaders can anticipate changes that may need to be implemented to navigate unpredictable conditions.

Mayo Clinic Hospital is an academic, nonprofit, private group practice dedicated to providing diagnosis and treatment of patient illnesses through a systematic focus of individual's needs. I have outlined the SWOT analysis from various perspective including - Infrastructure and service demand, People and Competencies, Political and Social and lastly, Economic and Financial.

Infrastructure and Service Demand

Strengths

Highly regarded as providing quality care in several specialized areas of medicine
Well – recognized and trusted brand
Offer a broad range of services to the community
Infrastructure planning for growth of several additional buildings in current campus
Ownership of 298 acres in current campus to build
Replacement program for certain capital equipment and technology
Technologically advanced campus with videoconferencing capability in every conference room
Hospital buildings are only 10 years young
Hospital campus is 1 mile from highway access
Strong philanthropic activity
Active and well- known board members assist in strategic planning

Weaknesses

Hospital is used as a community hospital versus a specialty hospital
Traffic congestion in the Interstate 101 highway
Congested emergency department
Consistently full surgery schedule
High rate of Medicare population (approx 64%)
Low rate of private payors
Ongoing construction in the interior and exterior of the campus
Compete with other hospitals in the valley offering the same services

Opportunities

Development of infrastructure
Expansion of campus
Building a hotel on site for non-local patients to stay nearby
Benchmarking best practices
Partnership with Arizona State University
Partnership with research facilities
Partnership with Phoenix Children's Hospital

Threats

Deteriorating levels of service due to increasing demand
Future water supply – we are in the desert!
Technology failures as a result of ongoing construction
Traffic congestion
Disasters - brushfires in the desert are common
Increased crime rates

People and Competencies

Strengths

Staff stability/continuity at management/leadership level
Strong culture of service excellence with ongoing education
Dedicated medical, nursing and ancillary staff
Benefits package is the best in the city
Consistently good to excellent customer satisfaction rankings
Organization has received numerous service excellence awards
Experienced and technically proficient staff – use of electronic charts and physician order entry
Interdepartmental cooperation/teamwork/mutual respect
Strong human resource systems
Child care facility on campus for 158 children from newborns to toddlers
Strong and active volunteer program- volunteers gave more than 1 million hours in 2006

Weaknesses

Turnover and recruitment due to economic conditions
Mayo Clinic staff perceived as “snobs and Stepford children”
Nurses at Mayo where white uniforms – not necessarily a good recruitment tool
Difficult to recruit nurses – not many nursing schools in the city
Nurses are recruited mostly from out of state – leave within 3 years
Bi-lingual training
Technology training needed for all incoming staff
Employees perceive Mayo as average paying with higher than average expectations

Opportunities

Targeted training programs for all physician, nursing and ancillary staff
Partnership with local colleges and universities
Employee Satisfaction Surveys
Ongoing benchmarking of pay practices
Volunteer utilization
Childcare options and benefits
Telecommuting and job sharing
Enhanced tuition reimbursement program
Enhanced reward and recognition program

Enhanced professional certification program

Threats

Rising prescription and medical costs (benefits)

Noncompetitive compensation system (private and public sector)

State and Federal mandates

Inability to invest in training

Political and Social

Strengths

Political stability within Arizona

Documented organizational history and legacy

Board(s)/staff interaction

High feelings of community safety and security

Strong school system within the valley

Expanding hospital system

Positive Leadership/Staff relations

Weaknesses

Public perception of government

Public perception of management of the Arizona – Mexico border

High rate of illegal immigrants in Arizona

Customer feedback systems – continuing improvement

Perception that Mayo Clinic is “only for the insured and rich”

Opportunities

Collaborative with city/state government to improve nursing recruitment

Enhance public education/marketing activities

Board member development

Legislative initiatives

Joint City/Visitor’s Bureau marketing efforts

Enhanced customer satisfaction measurement tools

Threats

Changing demographics – more retirees moving into the city can increase demand for hospital services

Political instability and divided opinions on issues like immigration and health care

Economic and Financial

Strengths

Fiscally conservative organization
Arizona is the 4th largest city with 55 million people
Public light rail system in downtown Phoenix will be finished in 2008
Favorable economic conditions
Diverse economic base
Low/competitive tax rate
Technology plan funding
Revenue forecasting
Geographic location
Multiple grant and research funding awards
Fully funded insurance program

Weaknesses

Schools, hospitals, transportation have not kept up with the growth of the city
Financial impact of illegal immigrants in the city – healthcare needs
With Californian's as a neighboring state buying land and homes with cash – many white collared workers are pushed to live in the far outskirts of the city – average commute to work have increased.

Opportunities

Advertising on publications/programs/web
Energy and water conservation programs

Threats

Increased employee retirements
Increasing personnel costs
Service demand growth/costs (effects on budget)
Transit financing
Build-out limitations
Legislative changes