

Running Head: Business Analysis

Business Analysis

Following the American Psychological Association's Guidelines

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Introduction and Company Description

There are many healthcare organizations serving the needs of the people of Michigan. The McLaren Macomb Healthcare Foundation is a private non-profit organization founded in 1985 and aims to serve the healthcare needs of Macomb County. The McLaren Macomb Hospital itself opened in 1945 however. According to McLaren Health Care (n.d.), the mission statement of the healthcare foundation is “The McLaren Macomb Healthcare Foundation is dedicated to supporting the mission of McLaren Macomb by cultivating and building relationships with donors, physicians, grateful patients, and friends. We are committed to supporting the hospital's ability to provide state of the art facilities and advanced clinical care by means of our philanthropic efforts.” There is no vision statement to be found (McLaren Health Care, n.d.).

The services provided are numerous. Cancer services are provided as well as dialysis services. Pharmacy and women’s services are provided as well. Emergency care is provided as well as primary care, home care, and even hospice care. Surgeries are performed and so is diagnostic imaging. There is a stroke center and care for people with cardiac illnesses as well. Rehabilitation and therapy is also provided for people with disabilities as well as implantable hearing. Pulmonary and respiratory therapy is available as well. Mental health services are also available with services for behavioral health. There is also nutritional counseling available. In addition, there are many other services that haven’t been listed (McLaren Health Care, n.d.).

The biggest key players within this organization are Elsa Silverman, Louise Rallis, and Jennifer Lawson. Elsa Silverman is the foundation director. As such, she is accountable for all development phases. This includes capital campaigns, the grateful patient program, and

individual and foundational donations. In addition, she is in charge of annual fund development events (McLaren Health Care, n.d.).

Louis Rallis is the special events/corporation and foundation specialist. Her job is to organize parlor meetings, cultivation events, and hospital tours for donors. Her job is to institute crucial connections with companies and corporations. She is accountable for Bravo, Crystal Ball, and Mat Gaberty (McLaren Health Care, n.d.).

Jennifer Lawson is the foundation specialist and maintains the database's data integrity. She also coordinates statistics for donor recognition as well as donor tracking, the annual fund, and the grateful patient program (McLaren Health Care, n.d.).

This healthcare foundation is governed by a foundation board of trustees who are dedicated to raising funds and completing various projects. The board of trustees is made up of leaders from both the hospital and business communities. Some of the important people involved in the board of trustees are Randy Pagel, Chair, Linda S. Adams, Vice Chair, and Rita L. Cavataio, secretary. Some of the additional people involved in the board include Joseph M. Mericka, Gay Ann Shirs, and Steve Rybicki as well as several others (McLaren Health Care, n.d.).

The McLaren Macomb Healthcare Foundation is located at 1000 Harrington Blvd. Mount Clemens, MI 48043 (McLaren Health Care, n.d.). The service area of this healthcare organization is Macomb County Michigan. This includes the Detroit-Warren-Livonia, MI Metro Area and is 479.22 square miles (United States Census Bureau, 2013). However, its main area of service is the city of Mount Clemens. It has been serving the city of Mount Clemens since 1944 (McLaren Health Care, n.d.).

One important thing in healthcare is demographics. In the city of Mount Clemens, the average age was 38.3 years compared to 45.5 for the state of Michigan. 51.5 percent of people in Mount Clemens were female in 2011. This indicates a need for female healthcare services. The median household income in 2011 was \$30,689 in 2009. This is lower than the state level which is \$45,255. The unemployment rate was higher than the state, 10.6% vs. 9.2%. This indicates that Mount Clemens is less well-to-do than the average city within Michigan (Advameg, Inc., 2012).

McLaren Macomb has 288-beds with over 460 physicians as well as 2,600 employees working there. The facility contains a 46,000 square foot medical office, a 151,000 square feet surgery center, and an Emergency Department with 3 trauma rooms, 24 private exam rooms, 7 open treatment areas. In addition, there is a 6 story parking structure next to the hospital. The Ted Wahby Cancer Center is also on the campus as well as the Mat Gaberty Heart Center. The intensive care unit and family birthing center is a part of the hospital and is 144,000 feet. There are also labs and operating rooms on the East Campus of the Hospital.

The Medical Outreach Clinic is a satellite facility and it's a 40 foot vehicle. This vehicle has a reception and charting place, counseling area, restroom, and 2 exam rooms (McLaren Health Care, n.d.).

SWOT Analysis

A SWOT analysis is of utmost importance for planning for a business. It's a tool that allows people to analyze the industry as well as which strategies a business can use in order to compete against what's out there. Internal and external factors are considered and how they'll affect the business. Doing a SWOT analysis helps people create strategies based on the strengths and weaknesses of the business as well as outside factors such as opportunities and threats. Other competition and also the market conditions are used to strategize to ensure the business fights against threats and takes important opportunities (Edwards, 1999-2013). In this section of the paper, I've performed a SWOT analysis based on an interview I conducted. I couldn't talk to senior management but I was able to speak with a former employee that recently worked for the Hospital. This person was a former case manager who had experience in supervision. She didn't wish to be identified for the purpose of this interview but she wanted to share her thoughts, both the positives about the company and any constructive criticism she had. The Interview is below:

Strengths

What is golden about your company?

The interviewee responded that McLaren has been around for a long time and that it has done a great job of serving the needs of Macomb County. She said that McLaren does a great job at serving people who would otherwise have no access to health care (Anonymous, Personal Communication, February 24, 2013).

What do you do well (in sales, marketing, operations, management)?

The interviewee stated that McLaren does very well in operations. She also mentioned that the CEO of the hospital brought Macomb McLaren out of the red. It was said that they were millions of dollars in the red and now the hospital is actually making money without having to cut wages or staff (Anonymous, Personal Communication, February 24, 2013).

The interviewee also stated that managers were of exceptional quality and were extremely humanitarian. She said they were good listeners that respected feedback from employees (Anonymous, Personal Communication, February 24, 2013).

She mentioned that hospital had a good marketing technique and that the employees wear a badge that says “Win every patient every day.” She also mentioned that the employees are expected to be courteous and to represent the company well (Anonymous, Personal Communication, February 24, 2013).

What are your assets?

She stated that the hospital has a stream of established customers that keep coming back and that these patients are very satisfied with the care get. The interviewee also mentioned that the hospital has valuable state of the art equipment and an electronic health record system. In

addition, she pointed out that the amount of credit available and capital has also improved over the years (Anonymous, Personal Communication, February 24, 2013).

What are your core competencies?

She mentioned that one of the core competencies was that this hospital was a teaching hospital, making the staff able to continuously learn about the medical profession. She said that McLaren has a cancer center that is state of the art and not easily replicated. She also said there was excellent customer service and that the hospital gave continuous classes on this to ensure that the customers were always satisfied with their care. She also said that the hospital had customer service representative phone numbers on the wall on a board so that if they are not satisfied with their care so that that the situation could be fixed (Anonymous, Personal Communication, February 24, 2013).

Where are you making money?

The interviewee stated that most of the money being made is from cancer treatments and surgeries (Anonymous, Personal Communication, February 24, 2013).

What experience do you have?

She said she was a former case manager and has had supervisory experience because of this (Anonymous, Personal Communication, February 24, 2013).

Weaknesses

What looks a bit rusty inside your company?

The interviewee wasn't sure about what could be rusty about the company but said that in any company there is always something that is rusty that is usually not seen (Anonymous, Personal Communication, February 24, 2013).

What do you need (customer service, marketing, accounting, planning)?

The interviewee stated that McLaren has many health projects and that more planning would be needed to ensure that these projects end up working out (Anonymous, Personal Communication, February 24, 2013).

Where do you lack resources?

She said there was a need for more workers due to understaffing (Anonymous, Personal Communication, February 24, 2013).

What can you do better?

One of these was to hire more ancillary staff and schedule them so that there is no time and place where there's understaffing (Anonymous, Personal Communication, February 24, 2013).

Where are you losing money?

The interviewee stated that the hospital sometimes lost money because there were people who don't have self-paid insurance but didn't qualify for government assistance. She said this was one way the hospital lost money because they didn't get as much reimbursement as they would've otherwise. (Anonymous, Personal Communication, February 24, 2013).

Opportunities

Where is the blue sky in your environment?

The interviewee mentioned that the blue sky is that our company continuously gets bigger. She said McLaren is buying more hospitals and the company is becoming larger (Anonymous, Personal Communication, February 24, 2013).

What new needs of customers could you meet?

When asked about the new needs of customers, she said they were a trauma 1 facility and customers that are involved in trauma can be taken to this hospital because it is closer, thereby making their viability more likely (Anonymous, Personal Communication, February 24, 2013).

What are the economic trends that benefit you?

A positive economic trend she mentioned was that more students were covered under their parents insurance due to the new healthcare law and that this gives a bigger pool of insured patients (Anonymous, Personal Communication, February 24, 2013).

What are the emerging political and social opportunities?

She said that because of the new health care laws, there would be more people who have preexisting conditions getting insured and more able to afford high quality care. She further explained that this would give the organization more of an opportunity to treat people with chronic conditions that otherwise didn't have access to this type of care (Anonymous, Personal Communication, February 24, 2013).

What are the technological breakthroughs?

The interviewee mentioned that the hospital has a Da Vinci robot to assist. She stated that using this robot minimizes complications that people could go home faster because the

incisions were smaller and the surgeries were less invasive than they would otherwise be (Anonymous, Personal Communication, February 24, 2013).

What niches have your competitors missed?

The interviewee mentioned that the competition may have missed the niche of the under-insured or uninsured patient. She pointed out that the organization helps these patients get primary care. She mentioned that her hospital hired social workers and case managers to assist patients in getting access to government programs so that the hospital could be reimbursed for the services provided and that the patients could get the care they need (Anonymous, Personal Communication, February 24, 2013).

Threats

Where are the red alerts in your environment?

The interviewee pointed out that one red alert is that Michigan was now a Right to Work state and she didn't know how this would affect working conditions between the employees as her hospital was a union hospital. She mentioned that some employees might opt for union benefits without rightfully paying the dues and this may cause conflict in the workplace (Anonymous, Personal Communication, February 24, 2013).

What are the negative economic trends?

The interviewee mentioned that we have been in a recession and fewer employers are offering health insurance. She said that these people sometimes can't get on government programs because they make too much money yet afford conventional insurance. This means there might be less reimbursement for the hospital (Anonymous, Personal Communication, February 24, 2013).

What are the negative political and social trends?

The interviewee said that with ObamaCare going into effect, there may be some employers that choose not to hire more people so they don't give insurance or would rather pay the fine than insure their employees because it would be cheaper to pay the fine. She said that the hospital might get fewer patients who are insured and this can affect things badly (Anonymous, Personal Communication, February 24, 2013).

She also mentioned that Michigan becoming a Right to Work state may have a negative effect and that unions could be busted in the future because a lot of people might opt out of the union dues (Anonymous, Personal Communication, February 24, 2013).

Where are you vulnerable?

She said the company was vulnerable from the recession and less people having insurance in general (Anonymous, Personal Communication, February 24, 2013).

SWOT Conclusion

According to this SWOT analysis, it looks as if the company is doing well and is working to serve the needs of the entire Macomb Community. It has good strength in finances and management. McLaren is actually making money as opposed to losing it and has very valuable employees and state of the art equipment. There are threats but many of these are uncontrollable and will affect other companies as well.

The company is well prepared for threats such as uninsured customers and also has a niche that a lot of other healthcare companies don't serve. The state of the art technology also attracts patients and limits future costs down the road in complications and longer hospital stays. The weaknesses of the organization are easily correctable and there are a lot of strengths. The Hospital has a strong customer base that keeps coming back and bringing in revenue. After the SWOT analysis, I have concluded that while there are some things the company needs to work on, it's going in a positive direction and shows a lot of potential for growth.

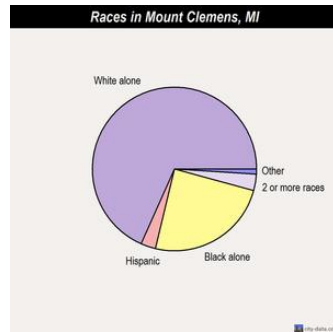
Environmental Assessment

Every hospital has a main service area in which its clients are found. Hospitals must meet the needs of the people in these service areas. The Hospital being researched is McLaren Macomb in this case and the service area being researched is the city of Mount Clemens. In this paper, the demographics of the McLaren service area will be researched as well as the unresolved issues the people may be facing. The key aspects of this area such as major employers will also be considered. In all, the environment of the city of Mount Clemens will be assessed as well as

how this environment can affect healthcare issues.

McLaren Macomb is located at Mount Clemens Michigan and the address is at 1000 Harrington Boulevard. The area code is 48043 and it especially serves the city of Mount Clemens. In this paper, the focus will be on Mount Clemens, as many of the patients in McLaren Macomb come from that city and this is also the main service area (U.S. News & World Report, 2013). The city of Mount Clemens is located in Macomb County Michigan. The zip code of this city is 48043. This city is also the capital of Macomb. The city is located 20 miles northeast of the Downtown section of Detroit (Official City of Mount Clemens Website, n.d.)

There are a lot of varied demographics within the city of Mount Clemens. 68.3% are White alone, 24.5% are Black alone, 3.3% are 2 or more races and 2.9% are of Hispanic origin. There are also minorities of Asians, American Indians, other race alone, Native Hawaiian, and Pacific Islanders. Each of these groups makes up less than 1% of the population. These groups combined make up 1.03% of Mount Clemens (Advameg, Inc., 2012). Below is a graph documenting this:



(Advameg, Inc., 2012).

Males make up 51.5% of the city and females make up 48.5% of the city. The residents of Mount Clemens are younger than the Michigan median, with 38.3 years being the Mount Clemens median and the Michigan median being at 45.5 years. This information is shown below:

(Advameg, Inc., 2012).

Males: 8,403 (51.5%) Females: 7,910 (48.5%)
 Median resident age: 38.3 years Michigan median age: 45.5 years (Advameg, Inc., 2012).

The unemployment rate of Mount Clemens is higher than the national average. As of December 2012, it was 9.9%. In 2012, the average unemployment rate was 10.7%, higher than the Michigan average of 9.7% and higher than the national average of 8.3%. Unemployment spiked in July 2009 at 17.6% but has gone down since (Homefacts.com, 2013). There is also significant population decline. There has been a population decline of 6.53% since the year 2000, with 16,414 people living there today ([Best Places to Live & Retire](#), [Homes for Sale](#), 2010).

There are several major employers in the city of Mount Clemens. These would be the same as the major employers in Macomb County, as Mount Clemens is a part of Macomb County. These employers include Chrysler, LLC, auto manufacturer, TACOM, Department of defense, General Motors, also in the auto manufacturing category, St. John Health System, also in the health care industry, and General Dynamics Land Systems Div., an armored military vehicles manufacturer. The Henry Ford Health System and McLaren Macomb (Called Mount Clemens Regional Medical Center in 2010) are also major employers. The trend is that there is a lot of employment in auto manufacturing, defense, and health care (Macomb County Department of Planning & Economic Development, 2010).

In terms of career, manufacturing (24%), retail trade (13%), and construction (11%) are the most popular career areas for males living in Mount Clemens from 2005-2009. For females, the most popular were health care and social assistance at 28%, retail trade at 13%, and manufacturing at 12% (Advameg, Inc., 2012).

In the city of Mount Clemens, there may be several unmet health needs. One of these unmet health needs is the lack of health insurance as well as fewer residents having private health insurance. I make these assumptions based on the higher than average unemployment rate of 10.7% as well as the lower than average household income level. It was \$30,689 in 2009, compared to the Michigan average of \$45,255 (Advameg, Inc., 2012). The graph below represents the income distribution:



This is also due to the lower rates of education. Only 78.5% have a high school education or higher and only 13.5% have a bachelor's degree or higher (Advameg, Inc., 2012). People with lower rates of education often have fewer health resources and are often more likely to be uninsured.

In addition, there may be an unmet healthcare need related to language barriers. 5.3% of Mount Clemens is foreign born, compared to 3.9% of Michigan, coming from Europe, Asia, and North America (Advameg, Inc., 2012). Foreign born people often don't have their cultural and language needs met. This is shown in the chart below:

669 residents are foreign born (1.4% Europe, 1.3% Asia, 0.8% North America).
 This city: 3.9% Michigan: 5.3%
 (Advameg, Inc., 2012).

In order to meet the needs of the community, the hospital needs to be properly marketed so that potential clients see the organization as a place to receive care. There are several possible marketing opportunities. One example of a good marketing opportunity is using Sign Fabricators Inc., located in Clinton Township Michigan (YP Intellectual Property LLC., 2013). McLaren

Macomb can use this company to make signs and billboards for them. These billboards should advertise that McLaren can help serve the low income community. It can also advertise that it makes healthcare available for everyone and continually works to stop any health care barriers.

In conclusion, the Mount Clemens area has a lot of disparities. It has been struck quite hard by the recession and there is a significant difference in income as well as a slight difference in employment rates. These indicate there may be financial barriers healthcare that need to be overcome. There are more foreign born people as well as a variety of races and cultures needing health care. This means there may be cultural and linguistic barriers to healthcare. This is what McLaren needs to keep in mind when creating health care services and serving the community of Mount Clemens.

Recommendations to Management for the Next

Three Years

McLaren is a hospital with a bright future ahead of it. However, it needs recommendations in order to get better. The organization's future business should be focused on being more service oriented and serving people in a manner in which they would want to be treated. I think that in order to gain a competitive advantage, there needs to be more personalized care. It would really distinguish this hospital from the rest if this was done. One change on the horizon is Obamacare. This will result in more patients; therefore more people may need to be hired. In addition, the hospital may need to recruit more volunteers. Below are the changes that I

suggest to McLaren in order to boost the healthcare organization and make it stand out from the competition. In addition, these suggestions would help the hospital be more in line with its mission statement; “McLaren Health Care, through its subsidiaries, will be the best value in health care as defined by quality outcomes and cost.” (McLaren Health Care, n.d.).

In addition, the hospital should advertise to recruit more volunteers. McLaren should do all it can to recruit people all ages, from teenagers to seniors. The rationale is because there are never enough resources and volunteering brings another resource. Insurance, government, and other types of payment may not pay enough for the hospital to operate but extra staff may be needed. Volunteering fills this need (The Extraordinariness, 2009).

This recommendation is important because these volunteers would be there to get people water, Kleenex, and more so that the nursing assistants could give more actual care to the patient. I believe this should be done first because it doesn't cost anything and will make an immediate impact on the organization. Changes that cost nothing and may improve the organization should be tried right away. There is much less to lose and it's much easier to implement without financial considerations in the way. This suggestion would align with McLaren's mission statement because it would result in better outcomes. There would be much more help available. In addition, it would be a value in cost, as having volunteers around comes at no extra cost. It would result in better quality as well as cost savings.

Another recommendation would be to hire more nursing assistants and use the staff to find people they can potentially work with. The rationale for this recommendation is because a lot of patients can't get proper care because there aren't enough nursing assistants to take care of

all the patients. This is important because a lot of nursing assistants get burned out because they have so much work on their plate. It may be too stressful and because of this they may quit. This is also important because fewer and fewer patients are getting this type of care (Lang, 1996). This should be done second because there is a great need for more ancillary staff. In addition, it would really help the patients get more individualized care. It would be in line with the hospital's mission statement because it would give better quality outcomes. It would help keep patient complications down and give a greater amount of care per person.

An additional suggestion would be to have more snacks available after 6 PM. Some examples might be cereal boxes, milk, fruits, tuna, and cottage cheese for example. This is important because there are many diabetics that need HS snacks so that their blood glucose get too low (American Diabetes Association, 1995-2013). This should be done third because people's main needs need to be properly taken care of before more can be done. The other suggestions would be for everyone but this one would mainly be for those with Diabetes and late admissions to the hospital. This would align with McLaren's mission statement because it would result in better care suited to people with diabetes as well as recent admits to the hospital. It would keep them from developing complications. In addition, it would save costs in the end as a few snacks would keep these patients with Diabetes from having blood sugar levels that are far too low. It may also help boost patient morale.

In all, it is concluded that there is much more of a need for staff and individualized care. This is why these suggestions were made. It's common problem in many hospitals and should never be ignored. If these suggestions are followed, McLaren will truly stand out from the rest. It will be a company focused on the customer and their employees. The goals of this would be to

reduce complications and have better care per patient. If these goals are met, McLaren would become a better example to healthcare organizations around them and truly satisfy the most important people in the healthcare organization, the patients. If successful in implementing these changes, the hospital should have more customers and a greater rate of satisfaction.

Three Year Operating and Capital Budgets

Budgets are necessary in any type of business. They function to indicate where the money is being spent and whether or not there is enough money left over at the end of the year.

Below is the operating budget created for McLaren Macomb. The purpose of the operating budget is to show how the operating expenses compare to the operating profits. Revenue is compared to expenses and it is seen whether or not a profit is being made. In addition, profits from years can be compared to one another. The cost of healthcare is rising and thus will revenues. This will allow McLaren Macomb to have greater net income. Another suggestion to make is that it should be a goal to have every single patient insured. The goal is to reduce the charity care amount by 10 million per year. The operating budget is based on this assumption.

The budgets below are based on the budget of the Metropolis Health System in the Book "Health Care Finance: Basic Tools for Nonfinancial Managers". As the Metropolis Health System has 500 employees and McLaren Macomb has 2000 (McLaren Macomb, n.d.) , it will be assumed that the costs for McLaren Macomb will be 4 times

that of the Metropolis Health System (Baker & Baker, 2011). The health inflation rate is 3.33% per year and this is what this figure is based upon (YCharts, 2013).

Operating Budget			
	2011	2012	2013
Revenue			
Net Revenue patient service revenue	\$194,000,000	\$199,820,000	\$205,814,600
Less Allowances and Charity Care	\$58,000,000	\$48,000,000	\$38,000,000
Total Revenue	\$136,000,000	\$151,820,000	\$167,000,000
Expenses			
Nursing Services	\$20,100,000	\$20,703,000	\$21,324,090
Other Professional Services	\$52,400,000	\$53,972,000	\$55,911,600
General Services	\$12,800,000	\$13,184,000	\$13,579,520
Support Services	\$33,200,000	\$34,196,000	\$35,221,188
Depreciation	\$7,600,000	\$7,828,000	\$8,062,840
Amortization	\$200,000	\$206,000	\$212,180
Interest Expense	\$1,300,000	\$1,339,000	\$1,379,170
Provision for Doubtful Accounts	\$600,000	\$618,000	\$636,540
Total Operating Expenses	\$133,600,000	\$137,608,000	\$141,736,634
Net Income	\$3,276,000	\$6,221,200	\$6,407,790

Capital Budget			
	2011	2012	2013
Building and			
Improvements	\$58,800,000	\$58,800,000	\$58,800,000
Land			
Improvements	\$4,400,000	\$4,400,000	\$4,400,000
Equipment			
Total	\$115,600,000	\$121,600,000	\$126,600,000
Less Accumulated Depreciation	\$178,800,000	\$184,800,000	\$190,800,000
Net Depreciable Assets	(\$104,400,000)	(\$109,620,000)	(\$115,101,000)
Land	\$74,400,000	\$75,180,000	\$75,699,000
Construction			
in Progress	\$880,000	\$880,000	\$880,000
Net Property Plant and			
Equipment	\$77,200,000	\$78,010,000	\$78,559,000

The capital budget above shows the assets and whether or not there is depreciation. It shows assets and how it relates to the value of the company itself. One suggestion to the capital budget is that more money should be spent on buying new equipment to get state of the art technology. This would increase 6 million one year and 7 million the next. This would decrease complication rates and improve diagnosis rates, saving the company in other ways. This will be more efficient and allow the organization to save money. In addition, it adds to the company's assets and helps fight off

depreciation. This is applied to the three year budget. The money spent on building and improvements, land improvements, and construction would be frozen for 3 years to make room for the new equipment. Slightly more land would be bought at a rate of \$30,000 per year. Depreciation in this case is estimated to be at 5% per year.

In conclusion, the hospital budget shows that it is doing well and is expected to do better year after year. If the changes suggested are applied well and correctly, the healthcare organization should make higher profits and have less of a likelihood of debt. Revenues should rise while expenses should decrease. However, one must look out for depreciation and other factors that may bring the organization down. If these changes are made, the organization will do better than ever.

Summary of Findings

For this paper, I was hired to research McLaren Macomb, do a SWOT analysis based on inside and outside factors, and do an environmental assessment on the main area of service, predicting unmet healthcare needs based on this assessment. In addition, I was hired to recommend changes to management and create 3 year budgets.

I looked at several factors like the history of the company, the area it served, and the services it provided. I also looked at the strengths and weaknesses of the company as well as how it differentiates itself from the outside competition. I took a look at future trends and changes and how they will affect the company. I took a look at the market and the key demographics of the area. I looked at the potential health needs in the area based on these

demographics. I looked at hospital budgets as well and applied it to this hospital, keeping the variables in mind. I also paid attention to interest rates, goals, and future trends. I interviewed people who worked for this organization and found the information I needed to make recommendations.

I found several things overall. Firstly that McLaren Macomb is very important in providing healthcare to Macomb County and most importantly the city of Mount Clemens. I also found that the city of Mount Clemens has lower incomes and property values than the rest of Michigan as well as higher unemployment rates. This may mean fewer people are adequately insured or have as much access to primary care. These are needs that need to be fulfilled and McLaren does a good job of this. From doing a SWOT analysis, I discovered that the recession could have a negative effect on the company and that ObamaCare would be a mixed bag, on one hand allowing more people to be insured but on the other hand causing losses in other areas. I learned that the company came back from previously being in debt and is doing better than it was a few years ago and that customer service was strength. I've also found there may be a need for more personalized care and more staff in terms of nursing assistants. I discovered there were several ways to cut the operating budget. One way is to ensure that almost everyone comes out insured. In addition, freezing wages for 3 years can also save some money with the rate of healthcare inflation.

I have several recommendations to McLaren after researching what I have. One recommendation is to hire more nursing assistants to ensure more quality care. In addition, I recommend recruiting more volunteers.

To save money, I recommend wage freezes for 3 years for staff members and hiring more social workers to ensure almost everyone comes out of the hospital with some form of insurance. This is very important because there are many people who have lower incomes in the city of Mount Clemens. In addition, I suggest the hospital advertise itself as a place for serving everyone so that people feel it's the place to go to. In addition, I suggest McLaren Macomb sell its own brand of insurance to customers who may not be able to get on government assistance. This insurance program could be advertised and offer incentives to using McLaren Macomb as their place to get treatment. One last suggestion I would make based on this research is to continue investing in state of the art technology. It differentiates McLaren from the competition and results in better diagnosis and fewer complications. This in turn saves the company money, results in better patient outcomes, and serves as a point that distinguishes McLaren from the rest. This can be used as a point in advertising.

In all, I believe McLaren is off to a better future. It looks to be meeting the needs of the community and has been doing so for a long time. McLaren is also a company where its leaders understand how to get out of debt and turn a situation around. If McLaren takes the suggestions I have made, they will truly go far as well as above and beyond the competition.

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