

# Structuring Strategic Planning in a Public Organization: Application of the balanced Scorecard Method

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Received: 11 Nov 2020;

Received in revised form:

09 Jan 2021;

Accepted: 18 Jan 2021;

Available online: 23 Jan 2021

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**Keywords**—Strategic planning. Public sector.  
Professional Practice Management.

**Abstract**—Objective: this research aims to describe the process of implementing the Balanced Scorecard Method (BSC) in the Strategic Planning of Fundação Santa Casa de Misericórdia do Pará (FSCMPA). Method: qualitative, descriptive and exploratory study of document analysis. Result / discussion: it was possible to achieve with the BSC-based planning the definition of indicators and goals for management, construction and implementation of the institutional vision of mission, vision and value. Conclusion: the BSC presented an ordering of preexisting concepts and ideas in a logical, objective and intelligent way to increasingly strengthen the quality and patient safety policy and the hospital care policy with a focus on the constant search for excellence in care centered on person.

## I. INTRODUCTION

Organizations are implanted in a sphere characterized by transformations in which it becomes an essential point for understanding the progress of society, in general, and of organizations <sup>1</sup>. These environmental changes prepare these institutions to outline and institute strategies in order to guarantee the provision of quality services and enable organizational survival itself<sup>2</sup>.

The Strategic Plan can be understood as a process in which the organization, after establishing its objectives and purpose, projects what to do to achieve them and what it needs for that purpose <sup>3</sup>. It is an instrument widely applied in the management of organizations, considered

essential to provide the institution with the concentration of efforts in favor of a common benefit <sup>4</sup>.

In addition, strategic planning is focused on the broad, global and far-reaching view of the organization<sup>5</sup>. However, results-oriented strategic management focuses on tracking performance indicators to measure these results. This form of management is provided by the Balanced Scorecard - BSC <sup>6</sup>. Considered a strategic management alignment and control system based on the premise that the integration between the indicators will take the organization to a high level in relation to the established strategies <sup>7</sup>.

The significance of this theme is in the perception of the versatility of the method in being able to be adjusted

and structured by models aimed at public management, for conceptualizing considerable factors in addition to the financial aspect, for example, the perspective of internal processes, which aims to achieve excellent operations<sup>9</sup>. In addition, it is understood that the present study can contribute to debates on the applicability of the Balanced Scorecard in the public sector.

Thus, the object of study of this research is to analyze the application of this tool, of strategic management, carried out at Fundação Santa Casa de Misericórdia do Pará (FSCMPA), in order to know the agency's experience with the adoption of the Balanced Scorecard - BSC. Given the above, this study aims to describe the process of implementing the Balanced Scorecard Method (BSC) in FSCMPA's Strategic Planning.

## II. METHODOLOGY

It is a qualitative, descriptive and exploratory study of document analysis. Initially, a bibliographic search on the topic was carried out to gather information, based on evidence, in which it offers greater coherence to the final result of the study. Then, at the institution, meetings were held with health professionals of all hierarchical levels, in addition to people responsible for strategic planning, at various times, to build the process of implementing and using the BSC tool together with the institutional strategic map.

In addition, documentary exploration was used to collect secondary data from various sources made available by the FSCMPA, in an effort to make a historical reconstruction, through a deeper analysis of the documents related to the institutional development plan, on creation and development department, as well as its organizational structure.

The study aims to solve concrete problems by using an adaptation of the strategic management tool known as the Balanced Scorecard to the reality of management in a segment (hospital department) of a public institution. For this, the methodology of the BSC and its classification in the public sphere were investigated with the proposal of objectives to be used in the elaboration of a strategic planning.

As this is secondary data and literature review, the present study was exempted from the Informed Consent Form (ICF) by the institution's Ethics and Research Committee (CEP).

## III. RESULTS AND DISCUSSIONS

### CONSTRUCTION AND IMPLEMENTATION OF THE BSC METHOD AT FSCMPA

The beginning of the construction of planning based on the BSC began with the process of involving health professionals from all hierarchical levels, at different times, through workshops and debates, with the aim of thinking about the use of the strategic map as a management tool to be used in the organization's sustainability, in the qualification of management practices and in the resolution of both management and actions and services provided to the population.

In 2012, the Institution promoted the training of 05 senior management employees, who participated in the strategic planning course in the Balanced Scorecard - BSC method at the National School of Public Administration (ENAP) in Brasília / DF, who, upon returning, met with the collegiate hospital manager in order to expose the new methodology which was later adopted.

Soon after this achievement, the institution was called by the State Secretariat for Public Administration (SEAD) to participate in a meeting with the PUBLIX Institute, a company hired to consult with public hospitals in the planning area, among other areas.

PUBLIX held several meetings at both SEAD and FSCMPA with all interested parties and started what they "called" a review of the mission, vision, values and validated strategic map, where discussions were held about strategic perspectives and their respective indicators that made up the strategic map.

With PUBLIX leaving unexpectedly from the institution, the Planning Advisory in partnership with the Quality Management Advisory, took the lead in the process avoiding the discontinuity of the workshops.

According to Martins (2017), the strategy should not be an isolated management process in the organization, it must be continuous with a broader beginning in the mission, which translates individual actions into operational terms, aligning and providing support, as well as helping employees to understand why and how to support organizational efforts.

### CONSTRUCTION AND IMPLEMENTATION OF THE INSTITUTIONAL VISION OF MISSION, VISION AND VALUE.

At the beginning of 2016, under new management, committed to the Strategic Planning process and with a more mature view of strategic management, the current president supported the planning and quality teams to continue the process and together with the collegiate

manager and other managers and advisors, carried out the final review and validation of the institutional strategic map, where the main strategic objectives of the institution were defined. After this moment, in an innovative and participative way, the collegiate manager and the entire management body met in a place outside the institution, with a total of four meetings totally dedicated to reflection and debate, defining the strategies and tactical plans that make up the structure that balances the strategic map and defines the value for the institution

The tactical plans were aligned and management indicators and targets were subsequently defined,

components of extreme importance for the monitoring and evaluation of Strategic Planning.

Regarding the definition of the Institutional Vision, there were several debates to choose it. It points to where you want to go, what the organization wants to become (what will the company be?). Subsequently, the Organizational Values were defined which define the basic rules that guide the employees' behaviors and attitudes, they are rules so that, when executing the mission, the vision is reached (Figure 1).

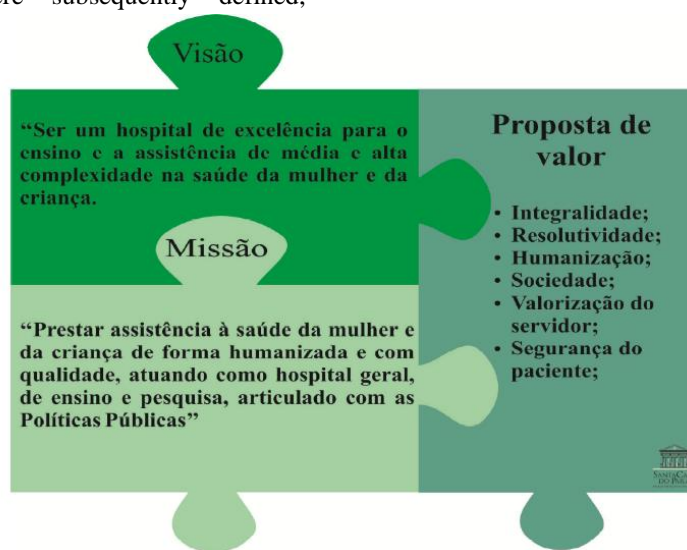


Fig.1: Institutional vision, Mission and Value.

Source: FSCMPA

#### CONSTRUCTION AND IMPLEMENTATION OF THE STRATEGIC MAP

According to Filho et. Al. (2014), the map facilitates the communication of the strategy for the entire organization and the understanding by the employees that the objectives are interconnected and impact on each other with a cause and effect relationship. It also allows employees to easily understand how they can contribute to the execution of the strategy.

The strategic map is a visual management tool that is part of the Balanced Scorecard (BSC) method, created by researchers Kaplan and Norton with the aim of helping organizations to put their strategy into practice <sup>8</sup>.

In the general model, the strategy analysis is grouped into four major abstract perspectives: results, internal processes, learning and growth, thus including tangible and intangible assets (Figure 2).



Fig.2: Strategic Planning Map

Source: FSCMPA

The main objective of strategic planning is in the development of strategies that will guide the organization to obtain a better performance and, consequently, a better result; it is to guide and reorient the organization's business and products so that it generates satisfactory results <sup>11</sup>. The FSCMP chose to work on its map from the perspective of Results, Internal Processes, Learning and Growth. In addition to including economic sustainability as a strategic objective within the perspective of results, as it understands that, being a public administration body, it does not aim at the top, profitable growth or economic profitability, working intrinsically in the financial perspective with a focus on results and society.

The great challenge is to be able to generate results with impacts that justify public investments in this area, with investments of resources in the face of health demands, effectively contributing to the improvement of the population's living conditions <sup>12</sup>. The public institution faces problems in implementing and implementing a management tool such as Strategic Planning, aligning institutional policy and its guidelines as a health organization, government policies, whether Federal, State or Municipal, within the scope of SUS and ratifying that as public health managers.

## MONITORING SYSTEM

At the end of 2016, a Strategic Management - MV system was acquired with the modules: BSC, KPI, project management, documents, risks and occurrences, essential to develop an integrated management policy, where the actors involved will do the feeding, monitoring and real-time evaluation of its indicators, projects and action plans, which according to Silva and Gonçalves (2011) will provide subsidies for the integration and standardization of information, interaction of processes and services and transparency in results.

The system covers all the information necessary for the step-by-step of strategic planning to be fulfilled, that is, it is possible to have on hand through access with individual login and passwords, in real time, the deployment of qualitative and quantitative results and the status of these results, with information in percentages of execution and with the warning light, which indicates whether the result of the indicator and / or the projects are within the favorable (green), stable (yellow) or unfavorable (red) range.

## COCKPIT

System for monitoring the performance of both strategic and operational indicators, previously agreed with the directors and managers.



Fig.3: Strategic and Operational Indicators

Source: FSCMPA

CONSTRUCTION OF THE STRATEGIC MAP WITH LIGHTING MONITORING

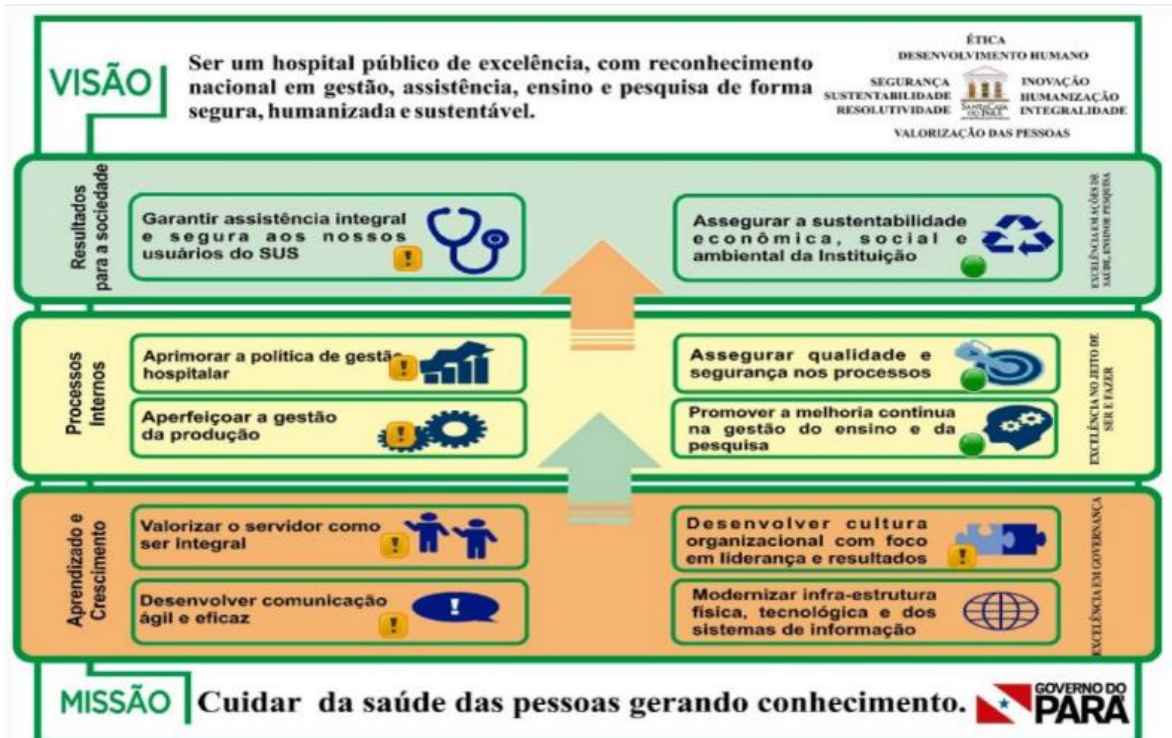


Fig.4: Strategic map with monitoring beacon.

Source: FSCMPA

STRATEGIC PANEL CONSTRUCTION

Strategic panel was developed with the objective of monitoring the progress of projects in real time through the

system. According to Almeida (2018), this allows greater agility in decision making, as well as improving the monitoring of the execution of the agreed projects.



Fig.5: Project Monitoring.

Source: FSCMPA

IV. FINAL CONSIDERATIONS

Strategic planning is a challenge for all types of organizations, in the health sector this challenge is even greater, aligning strategic objectives with the principles and guidelines of the Unified Health System - SUS, considering the country's financial reality, seems something intangible, however we observe This is not impossible, as we have found that a team that is properly prepared and makes use of appropriate planning tools is able to overcome the most exorbitant obstacles.

The Santa Casa de Misericórdia do Pará Foundation - FSCMPA has always sought to overcome difficulties in order to offer the population of Pará safe and quality assistance, using different means and strategies. Since 2015, FSCMPA, under the responsibility of the Planning, Budget and Management Directorate, has acted with a strategic management model based on patient quality and safety, deploying its strategic planning using the Balanced Scorecard method tool.

With that, it can be said that the BSC presents an ordering of pre-existing concepts and ideas in a logical, objective and intelligent way. Its correct application implies a series of benefits, such as the integration of financial and non-financial measures, communication and strategy feedback, linking the strategy with planning and budgeting, ensuring focus and organizational alignment, among others. However, it cannot be considered as a

Panacea and as the only alternative to all the evils of strategic planning and strategic management.

Over the years, FSCMPA has been investing in its human capital, mainly in those responsible for management, permanent education is a goal that must be pursued by all organizations that aim at the process of continuous improvement. Currently, senior management, assistance and technical staff are involved in training related to hospital certification by ONA, Strategic Planning Revisitation workshop aligned with PPA 2020/2023, discussions include the organization's ideology (mission, vision and values), in line with the health policy of the Unified Health System - SUS.

For this quadrennium, the institution has been emphasizing the proposal to work efficiently, doing more with less. The proposed strategic projects ensure objectives in order to optimize hospital costs, reduce electricity and water consumption, standardize the use of technical materials and medicines, improve hospital billing and fundraising.

In addition, to reinforce building maintenance and refrigeration in the centenary building, increase security in the hospital, carry out the sizing of personnel, implement the management policy by competence with a focus on valuing and developing people.

However, the strengthening of the institution becomes increasingly stronger in the quality policy, patient

safety and hospital care policy with a focus on the constant search for excellence in person-centered care.

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