Review Article

Work Place Culture in Healthcare Companies

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Abstract: This paper examines the challenges facing management in the healthcare industry in the United States. Due to the unique nature of medical products, the management structure of healthcare organizations must be adapted to fit the strict and ever-changing regulatory environment. The paper focuses on the organization of the healthcare system, the relationships between various healthcare-related industries, and the ethical issues that arise in the management of healthcare organizations. The prime author draws on personal experience working for a leading healthcare company to provide insight into organizational structure, managerial practice, ethical values, and workplace challenges in the industry. The paper highlights the importance of understanding the needs of physicians, scientists, researchers, and patients to manage employees effectively in this challenging field.
Keywords: Business Culture, Organizational Structure, Decision-Making Process, Operational Management, Medical Device, Healthcare.

INTRODUCTION

The healthcare industry is composed of a complex set of organizations. In these early years of the new millennium, the role of healthcare organizations is becoming more important to the society in which we live. Advances in medicine and medical technology have increased the range and the potential benefits of medical treatment and we can make greater and more successful interventions to save lives and improve the quality of life. According to the Institute of Medicine (IOM), "Advances in medical research and technology have dramatically expanded the range and potential benefits of medical treatment" (IOM, 2001).

This trend will continue to make significant progress in the coming years. While this progress is significant, it does come with a cost as powerful drugs and advanced technology come with high price tags, which contributes to higher inflation in the healthcare sector compared to other industries. According to the Centers for Medicare & Medicaid Services (CMS), "National health spending is projected to grow at an average annual rate of 4.9 percent for 2020-2030" (CMS, 2021).

Given that the healthcare industry is a high-risk field where the potential for mistakes is always present, companies are likely to be held accountable for their decisions and actions. The Agency for Healthcare Research and Quality (AHRQ) stated that "Patient safety is a critical public health issue, with the potential to affect millions of patients and cause significant harm" (Agency for Healthcare Research and Quality, 2020).

The common bond that unites these issues is the need for effective management. The role of managers plays a crucial role in determining the success of the Service (Jha, Epstein, & Prasad, 2016).

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Today, strong and effective leadership from managers is much needed (Kotter, 2017).

Today's health service is a complex organization and needs to be run with a level of management expertise that many private sector companies would struggle to match (Porter & Teisberg, 2006).

Over the next few years healthcare industry will continue to face many management challenges. The current global market conditions, rising concerns about information security and privacy, current FDA regulations, and other factors, will require higher standards of performance and accountability from the industry. According to the Food and Drug Administration (FDA), "The use of health IT has the potential to improve the quality, safety, and efficiency of patient care, but it also poses new challenges for the FDA to ensure the safety and effectiveness of these products" (FDA, 2020).

Organizational Culture
At the macro level, three levels of culture are considered most crucial for managing organizations: societal culture, industry culture, and organizational culture, as identified by Hellriegel, *et al.*, (2004). The boundaries between these different types of cultures on a macro level are often blurred or fuzzy (Hellriegel *et al.*, 2004; Sathe, 1983).

Due to the non-concrete nature of culture, it is best to view culture in relative terms, such as levels, rather than trying to describe it directly (Martins *et al.*, 2004). Knowledge of these levels of culture will assist management at the selected municipality in fully understanding the background and development of organizational culture. This will enable managers to make the correct decisions regarding their organization's employees (Martins *et al.*, 2004).

According to Hellriegel *et al.*, (2004), organizational culture is shaped by various factors such as the nature of the business, the products and services offered, the target customers, the size and location of the organization, and its operating methods.

Organizational culture can be defined as the shared values, norms, beliefs, symbols, and practices that characterize an organization (Hellriegel *et al.*, 2004; O'Reilly *et al.*, 1989). Elfaituri (2012) suggests that organizational culture can be measured through three dimensions: hierarchical culture, group culture, and rational culture.
1. Hierarchical Culture: This type of culture emphasizes rules, regulations, and standardization to achieve control and stability.
2. Group Culture: This type of culture promotes participation, trust, and the development of human resources; emphasizing openness, cohesiveness, and commitment to membership. This culture is characterized by teamwork, consensus, and participation.
3. Rational Culture: This culture is motivated by competitive urges and places emphasis on productivity, performance, and achieving goals. Organizations characterized by this culture type are rational in their decision-making and usually have a set of well-defined goals and strategies.

Executive and Managerial Organizational Structure
The structure of an organization, including factors such as horizontal and vertical differentiation, coordination and control mechanisms, formalization, and the centralization of power, can vary greatly among organizations. It is important to determine if these variations are random or systematic and whether certain designs are better suited for specific industries. For example, the nature of the healthcare industry may explain why healthcare organizations have a specific structure.

In contrast to many companies in the high-tech industry, CEOs of healthcare companies often come from backgrounds related to the healthcare field. According to Healthcare Executive Thomas C. Dolan, "when searching for a new CEO, organizations should consider candidates who currently hold positions such as COOs at similar organizations or CEOs of smaller ones." The CEO needs to possess a strong business vision specific to the healthcare industry. Similarly, managers within the organization should possess qualifications that align with producing top executive officers.

Dolan continued to state, "Every Year, an abundance of talent comes into the civilian sector from the uniformed services, yet some organizations still overlook these executives, mistakenly believing that they cannot make the transition effectively. Meanwhile, organizations that hire former military healthcare executives benefit greatly from the broad range of experience as well as a commitment to excellence in patient care, teamwork, leadership development, and continuing education that these individuals gained in the military."

The structure of middle management in healthcare companies makes this industry a stable and long-term career establishment. Producing

managers within the system is a common practice in this industry (Mintzberg, 1979). An employee who joins a medical equipment company can expect a career path that may include positions such as assembly line worker, field service representative, product support representative, product/field service manager, and international manager (Galbraith, 1977). The specific path depends on the segment, department, and age at which the employee is hired. As a result, experienced managers who come from within the organization are highly valued and more desirable than external candidates.

Decision-Making Process

Organizations highly value executives with a strong vision, management, and leadership abilities (Kotter, 1996). However, it is important to note that leadership is about effectively executing decisions, while decision-making is about determining what actions to take (Russo & Schoemaker, 1989). Even the most skilled leaders cannot compensate for poor decision-making. Unfortunately, many executives receive significant training in leadership but minimal training in decision-making (Kepner & Tregoe, 1981), leaving them without a systematic approach to making the right choices.

The traditional methods of decision-making used in the healthcare industry, which are characterized by a complex set of rules for introducing new or modified products, have become insufficient in today's rapidly changing business environment. This is because the healthcare industry requires faster and more adaptable decision-making processes that can keep up with the dynamic changes in the industry.

The Food and Drug Administration (FDA), is a key player in determining the release date of new products in the healthcare industry. As the exclusive authority on approving medical devices and related products, the FDA guarantees that suitable quality assurance practices are implemented in the design of medical devices and that they meet worldwide quality system requirements.

In the healthcare industry, the decision-making process can be uncertain and hesitant. To address this, healthcare executives and management teams must utilize new techniques to evaluate and enhance the effectiveness of their organization's decision-making systems. Additionally, they must implement new methods to improve their organization's ability to prioritize, assign, and make prompt decisions during both long-term strategic planning and short-term crises.

According to a study that was done with physicians, registered nurses, and assistant nurses, the interviewees emphasized the importance of having the opportunity to influence the organizational changes that are implemented. Moreover, changes that were communicated to allow for preparation increased the chances of success (Seing & Birken, 2020).

"The shared accountability model presents a new management approach where individuals can perform optimally and make decisions that are appropriate to their role without relying on hierarchical command and control. This model also promotes employee participation in the education and training of their peers, shifting the role of managers to that of coaches or facilitators rather than traditional bosses" (Lanser, E. G., Healthcare Executive).

Safety Environment Need

Maslow's theory of human needs posits that human needs are arranged in a hierarchical order. He illustrates this in his well-known pyramid, where the basic needs for survival, food, and shelter are at the bottom. Needs for security and social interaction come next, with the need for self-actualization at the top. As each need is met, individuals move up to the next level. This theory suggests that people can be motivated by both basic needs, as well as higher-level needs such as a sense of purpose or fulfillment (Maslow, 1943).

Safety needs are a crucial aspect of healthcare companies, as they are required to comply with government regulations for worker safety (OSHA, 2021). To ensure worker fitness, regular checkups and immunizations must be provided in compliance with these regulations. For example, in the healthcare industry, employees may be exposed to radiation risks, and companies have policies in place to protect them (NCRP, 2019). Field service and software engineers who work with these devices are required to carry two badges that indicate the level of radiation to which they may be exposed while performing their job. These badges must be checked quarterly and annually to ensure employee safety. Safety regulations on the manufacturing floor are similarly strict as those in the field (OSHA, 2021).

For the healthcare industry, the general regulations that must be followed for worker's safety include but are not limited to the following areas:
- Responsibilities of the employer,
- Responsibilities of the employees,
- The establishment of safety committees and representatives, and
- Employee education.

Nobel Motivation

John Adair's action-centered leadership theory emphasizes the importance of leaders inspiring others through their enthusiasm, commitment, and ability to communicate that enthusiasm to others. This approach is particularly effective in the healthcare industry, as employees feel motivated by the knowledge that their work is contributing to the treatment and relief of patients suffering from illnesses such as cancer. For example, in healthcare companies, medical reports of successful surgical operations using the company's products are often prominently displayed, reminding employees that their work is making a real difference in people's lives.

Operational Management,
Introducing a new product process

The healthcare industry has specific steps that must be followed when introducing new products to the market, such as medicine, devices, and software. These steps include:

1. Pre-clinical Testing: A healthcare company conducts laboratory studies to demonstrate the product's effectiveness against the targeted disease, and the product is evaluated for safety. These tests take approximately three and a half years.
2. Investigational New Product: After completing pre-clinical testing, the company files a request with the FDA to begin testing the product in people. The request is granted if the FDA does not disapprove it within 30 days.
3. Field/Clinical Trials, (Alpha testing) - Phase I: These tests study a product's safety profile.
4. Field/Clinical Trials, (Beta testing) - Phase II: These tests assess the product's effectiveness, determine its efficiency, and identify any necessary fixes.
5. New Product Application: After completing all field/clinical trials, the company analyzes all the data and files for approval with the FDA if the data successfully demonstrates safety and effectiveness. By law, the FDA is allowed six months to review the data provided. In most cases, the period between the first submission of approval and the final FDA decision exceeds that limit, with an average review time of 29.9 months.
6. Approval: Once the FDA approves the product, it becomes available for physicians to prescribe or for hospitals to use. The company must continue to submit periodic reports to the FDA, including appropriate quality-control records. In some cases, the FDA may require additional studies to evaluate long-term effects.

The FDA announced a goal on August 5, 2003, to decrease the overall time it takes for medical devices to be reviewed and approved. This will be achieved by collaborating with sponsors to utilize MDUFMA, which will enhance the quality of applications submitted to the FDA and increase the efficiency of the evaluation process for determining the safety and effectiveness of new medical devices.

Key Drivers of Healthcare Companies' Culture
1. Politics and Policies

Politics and policies play a significant role in shaping the culture of healthcare companies. Elections and debates surrounding healthcare reform often center around issues such as universal healthcare coverage, the growing number of uninsured Americans, and changes to managed care delivery systems. These political developments can have a significant impact on the healthcare industry, as they affect the products used by HMOs, physicians, hospitals, and insurance companies. As a result, healthcare companies must have a high degree of management flexibility to adapt to changes on the national or state level. While healthcare will likely continue to be a prominent political topic, the outcome of these debates and the resulting legislation can have a significant impact on the direction and operations of healthcare companies.

Partisanship is always to be expected in an election year, but this year is special. With control of the House and Senate a matter of a handful of seats changing hands, every issue will be measured for its electoral impact.

Healthcare has become a key issue for Democrats looking to counterbalance the president's popularity. They argue that Republicans are against patients' rights, and promoting policies such as a substantial prescription drug benefit for seniors and extended benefits for the unemployed could resonate with voters. However, this approach is unlikely to lead to compromise within Congress.

Healthcare providers are facing the possibility that reimbursement cuts from recent years could become even more severe as the president and legislators seek ways to decrease the deficit. Although Medicare currently has a surplus, this could change in the future. A healthcare lobbyist, Frederick Graefe, states that "It could be one of the ugliest years we've ever seen," referring to the fact that everything is subject to change and is up for debate in this election year with significant implications for the presidential race in 2004.

2. Public Perception (Innovation and Customer Support)

The healthcare industry has traditionally been slow-moving in terms of innovation and adaptation. Many companies in the past have adopted a "one-size-fits-all" approach, by providing products and services and then waiting to see who would buy or use them. However, a new generation of innovative medical device companies is shifting this approach by not only providing what customers want but also what they aspire to have. Strong customer service can boost sales and increase visibility for these companies as they attempt to stand out from their competitors. Additionally, many customers view customer support as a crucial factor in their decision-making process when choosing a medical product.

3. Ethics and Regulation

The fundamental objectives of healthcare management professionals are to enhance the overall quality of life, dignity, and well-being of every individual needing healthcare services; and to create a more equitable, accessible, effective, and efficient healthcare system.

Different perspectives on ethical concerns may arise from different ethical theories such as virtue ethics, normative ethics, personal ethics, and professional ethics. It is important to differentiate between legal requirements, moral principles, ethical guidelines, and etiquette when addressing ethical issues in healthcare. Additionally, healthcare professionals must be able to discern between their values and the ethical standards of their profession to make sound ethical decisions.

The professional can identify the consequences for each option and make decisions that reflect a combined best effort to reach a consensus by all parties involved.

Healthcare executives should act in ways that will merit the trust, confidence, and respect of healthcare professionals and the general public.

4. Quality

According to Trace Baker, "Measured in money, time, safety, and reputation, the errors that are most costly to manufacturers of medical devices are often those made early in the product development cycle. One such error—committing resources in an attempt to meet product requirements that later prove to be invalid—can be prevented by conducting a requirements validation."

Once the product is shipped out of the manufacturer's plant to the customer, the cost of poor quality cannot be traced or identified using the existing accounting reports and auditing system (Retnari *et al.*, 2010).

Rao *et al.*, (2010) state that putting a cost figure on quality is a difficult job and accounting is unable to capture the "true" cost of quality (COQ). The top-level management is mainly concerned with the overall cost. On the other hand, mid-level managers work with both frontline workers and top-level managers, making both the management of workers and costs responsibilities placed on mid-level managers. Thus, the cost of poor quality (COPQ) remains hidden and unable to be extracted using the traditional accounting system. This all means that the extent of adverse effects attributable to COPQ is not realized entirely by many managers.

Quality measurement is not only forced by FDA regulations and guidelines but also through tough competition and market supply & demand. Patients, suffering from chronicle diseases, read a lot about the best treatment/method in the market to cure them or to ease their suffering. Educating patients during doctor's visits became a business norm in treating people. Patients seek quality treatment especially when they carry good health insurance.

5. Healthcare Global Market

Due to the nature of the healthcare industry, medical companies have made their way to globalization much earlier than many in other industries. The large size of the international market became an important segment where healthcare companies are ranked according to their international positioning.

The global healthcare industry infrastructure is undergoing tremendous change. A wave of R&D innovation, accelerated drug reviews, and global management organization has created unprecedented market opportunities within the industry.

The U.S. market is witnessing liberalized promotional restrictions, allowing companies to market products directly to consumers. Low market concentration will continue to drive mega-mergers over the next five years. Competing successfully in today's healthcare market and being able to compete in the future, will require proper planning, quick thinking, and decisive action.

For a global management organization to succeed in the international market, its managers must possess the necessary skills and knowledge. This includes being proficient in at least one foreign language and understanding the international market environment including economic treaties,

tariffs, and customs regulations. Additionally, global and international managers must possess strong negotiation skills and have received cross-cultural training. These elements are crucial for global management to navigate the complexities and cultural differences of the international market.

6. Healthcare E-Commerce

Amazingly, no one had imagined five years ago that a prescribed medicine could be bought on the Internet. The DOT.COM companies had made their way to healthcare producers and providers. New technologies have radically changed the potential of business-to-business media to act as "infomediaries" and brokers of business-to-business commerce, according to data compiled by Forrester Research (Palo Alto, CA).

Cliff Henke states, "That was 1998. According to one analyst's estimate, more than 30 major Internet start-ups have appeared since then to streamline the medical technology supply chain."

A new company, like Medtronic, announced that they are creating a global healthcare exchange that will be an independent, Internet-based company. This new, privately held trading exchange will help healthcare providers make quicker, more efficient purchasing decisions by simplifying business processes and offering a single source for customers' healthcare purchases.

The digitization of the healthcare industry is not limited to just the supply chain but also encompasses manufacturing and field services. A field service engineer can easily access all necessary drawings to repair medical equipment by logging into their company's website and viewing supporting materials. Additionally, patients with chronic diseases are increasingly using the internet to access healthcare information. In some cases, healthcare providers' websites can also be utilized for disease management. Lastly, the ability to prescribe drugs through the internet is another example of the digital revolution in the pharmaceutical industry. The FDA is currently working on ways to regulate this practice and ensure the privacy of patient data is protected.

7. Healthcare Security and Privacy Issues

Healthcare firms face increasing regulatory pressures in all aspects of their day-to-day business operations. Regulations surrounding the management and availability of critical healthcare data including clinical trial data and patient and insurance claims information have led to sweeping changes both in the United States and abroad. Virtually all U.S. healthcare firms will need to implement data management strategies that ensure

the integrity, resiliency, and availability of critical information to meet regulatory mandates in the coming months and years.

One of the most far-reaching of these regulations is the Health Insurance Portability and Accountability Act (HIPAA) which affects all healthcare organizations and other entities that process health-related data. Firms affected by HIPAA include healthcare providers, physicians' offices, public health authorities, life insurers, healthcare clearinghouses, billing agencies, information systems vendors, service organizations, and universities. CEOs, CIOs, and IT Directors alike cite compliance with HIPAA among the top business issues facing the healthcare industry in the next two years. IT departments within all types of healthcare-related companies are being called upon to deliver cost-effective data management solutions for meeting the demands of HIPAA.

The National Committee for Quality Assurance and the Joint Commission on Accreditation of Healthcare Organizations launched a joint certification program to assess whether organizations known as "business associates" meet requirements for safeguarding sensitive patient-specific health information entrusted to them by providers and insurance plans.

8. Healthcare Business Development

To successfully manage supply costs, today's healthcare providers must develop solid business partnerships with their suppliers. Given the enormous number of suppliers in healthcare today, providers must understand with whom they should partner and how they can build these relationships.

Currently, healthcare organizations and suppliers are operating in a complex and challenging environment. For instance, provider organizations may consist of multiple hospital and clinic facilities that are located in different regions. These organizations may also provide patient care, education, and research. Due to different policies and procedures that may be in place in each facility, it can be difficult to maintain accountability. Furthermore, the culture of an organization can significantly influence decision-making, accountability, and the pace of change.

The complexity of the healthcare industry is an ongoing challenge that cannot be avoided. Governmental regulations and involvement in healthcare are a constant source of the difficulty. The reimbursement process for Medicare and Medicaid patients continues to require innovative solutions for expense management. The growing

aging population in the country adds to these challenges.

The shortage of healthcare professionals has created difficulties in finding and retaining staff, as well as costly automation to make up for the lack of personnel. Many organizations have not been able to effectively integrate and standardize information systems and e-business-to-business capabilities, leading to fragmented information. Additionally, the use of new patient care technology and pharmaceuticals increases costs and reduces contracting opportunities.

Furthermore, if not properly managed, healthcare professionals' preferences for certain devices and equipment can negatively impact expense management initiatives.

Despite these challenges, providers that build successful partnerships with their suppliers, based on supply chain management, can indeed reduce expenses and contain costs.
To enjoy successful partnerships, providers and suppliers must:
1. First, develop a relationship: to develop a strong relationship with their customers, suppliers must understand the role of each person with whom they come in contact in the healthcare organization, including the CEO, CFO, administrators, materials manager, clinicians, and technicians who use products.
2. Suppliers need to recognize that healthcare professionals now have expanded responsibilities, and may be involved in multidisciplinary workgroups due to resource constraints. The challenge for suppliers is to identify the key decision-makers and influencers in the selection process.
3. Suppliers must take care to deliver the appropriate message to the right audience. For example, few CEOs are interested in the transactional details of placing orders, but they typically are interested in learning about the strategic direction of the corporations with whom they do business.
4. Suppliers must prioritize exceptional customer service through an appropriate frequency of visits and communication. Their representatives should be easily accessible to address issues and provide suggestions for process improvements. It is crucial that supplier representatives act with sincerity and honesty at all times, and act as advocates for the customer within their corporation. It's also important that suppliers trust in the quality of their

products, and not rely on manipulative tactics to secure business.
5. Suppliers should take a proactive approach to maintain their relationships with customers. If market conditions change and prices become more favorable, the supplier should immediately communicate the benefits to the customer, rather than waiting for the customer to inquire or discover it later.
6. Providers, on the other hand, should understand the roles of the supplier representatives in the organization. They should understand local or regional support versus national support, as well as sales or technical functions versus management responsibilities. Providers can communicate better with their suppliers if they take the time to become familiar with the supplier's organizational structure, financial stability, market share, and range of products.

Those in the healthcare organization must understand the competitive environment in which their suppliers operate, as well as potential product introductions from other suppliers. The healthcare organization should also evaluate its purchases from the supplier and product usage across all its entities to understand the opportunities for consolidation.

The healthcare organization must maintain open communication with suppliers. Encouraging open and honest dialogue, conducting regular business reviews, accepting meetings, and responding to inquiries promptly are all critical steps to ensure effective communication.

Just as the supplier representative needs to be a customer advocate to his or her company, so too must the staff of the healthcare organization serve as a vendor liaison to those who use products. For example, they should help clinicians and technicians understand the impact of volume on product price – a critical paradigm shifts away from focusing simply on the internal aspects of cost.

Secondly, flexibility is key to establishing successful business partnerships in the healthcare industry. The supplier should be able to adapt easily to both internal and external changes. These changes can be caused by internal factors such as competition, financial pressures, and legal issues, or external factors like changes in processes, strategies, personnel, and reimbursement.

Providing value-added services and creating new solutions for existing problems are ways to demonstrate flexibility. Additionally, developing financial tools and models, providing training

materials and courses, and offering price parity and incentives for new businesses, such as volume growth rebates, are examples of methods to adapt to change while promoting flexibility. Ultimately, suppliers must balance creativity and profitability in their business solutions.

Healthcare providers are also faced with internal and external changes. They need to re-evaluate their current and past business practices by consolidating suppliers for more bargaining power and higher volume. They can demonstrate flexibility by being open to unique solutions and acting as change agents for the improved supply chain management. They should consider factors other than price, such as total value delivered by a supplier, and evaluate both tangible and intangible efficiencies throughout the entire business cycle. Flexibility for healthcare organizations can be achieved by finding new ways to stretch supply budgets while maintaining high-quality patient care and meeting the needs of their business partners.

Thirdly, aligning strategically is essential for a successful partnership. Once a relationship has been established and both partners have demonstrated flexibility and effective communication with all stakeholders, they should align their strategies for the long term. This includes fostering a sense of interdependence and working towards shared goals for the future.

To align strategically, the supplier must first understand the provider's culture and how it fits within that. As previously mentioned, the supplier must communicate effectively with the appropriate audience and target a wide range of customers. Additionally, the supplier should become familiar with the provider's terminology and actively monitor the specific needs of each facility.

Second, the supplier must seek specialization. That is, it must find its niche in the healthcare organization's strategic plan, offering unique qualities and a wide product offering. It should be noted that single-product companies typically do not represent a significant opportunity to partner, because they're unable to leverage multiple product lines.

Lastly, the supplier must have a realistic understanding of the provider's commitment to them, acknowledging that the provider may not award all of its business to the supplier, due to organizational complexity. However, the supplier should assist the provider in understanding its financial structure and the margins required to sustain the business.

The supplier and customer should meet annually for strategic planning sessions. They should also discuss the progress of strategic planning initiatives in regular business reviews, engaging key customer personnel.

For its part, the healthcare organization should seek standardization with its business partners. The keys to doing so are identifying opportunities for new business, driving product decisions within a group of end users, and limiting choices of clinically acceptable products using quantitative criteria rather than sheer preference.

To effectively manage relationships with suppliers, the healthcare organization must communicate supplier agreements to all internal customers and establish a platform for end-user feedback. It's essential that the organization highlights successes and manages failures to maintain a positive perception of the supplier's reputation. Additionally, offering value-added services to the provider's internal customers can serve as an additional marketing opportunity for the supplier.

Just as the supplier must explain its financial structure to the customer, the healthcare organization must also educate its personnel on the supplier's profit margins. It's important to communicate that the supplier must achieve net margins to meet the needs of its shareholders and that their ability to offer discounts may be limited by its financial projections. Additionally, the healthcare organization should internally communicate the necessary commitment levels for a business deal to make sense for the supplier. This will help to ensure that both parties have a clear understanding of each other's needs and can work together effectively.

When planning strategically, healthcare organizations must keep in mind that aligning with business partners is a long-term commitment. While short-term issues may arise, it's important to focus on the overall value of the relationship, rather than choosing lower-cost product alternatives. To create a successful partnership, the healthcare organization must be willing to invest in the relationship and work with the supplier to achieve mutually beneficial goals over time.

CONCLUSION
In conclusion, the healthcare industry plays a crucial role in the well-being of individuals and communities. To meet the evolving needs of patients and healthcare providers, suppliers and healthcare organizations need to foster strong and effective partnerships. This requires clear communication, flexibility, and a commitment to long-term

alignment. By prioritizing these key elements and working together, suppliers and healthcare providers can achieve greater efficiency and cost savings, while also improving patient care. Ultimately, strong partnerships between suppliers and healthcare organizations are essential for advancing the healthcare industry and ensuring the best possible outcomes for patients.

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