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PREPARATION OF STRATEGIC PLANNING OF ASSAY UNIT AND HEALTH PROMOTION OF ISFAHAN MEDICAL UNIVERSITY STAFFS ON SWOT AND QSPM MATRIX

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ABSTRACT

Due to environmental changing rate of today's organizations, long-term strategic planning in organizations is essential. Strategic planning of assay unit and health promotion of employees is an important strategic issue. Human force embraces a large portion of the medical university population as the most important valuable resources of organization. The purpose of this study according to planning and understanding of factors is to achieve the desired outcomes of health promotion. The research method and type of study are surveying and applied respectively. In order to gather information, the library and field methods has been used. In information analysis method, the SWOT and QSPM methods were used; in reviewing process internal factors (strengths and weaknesses) have been identified and investigated. And scored by certain rating and coefficients. According to the predictions, any weaknesses or strengths defeat have been identified for the organization. In the evaluation process, external factors, opportunities and threats of organization have been identified and according to predictions, each opportunities and threats defeat have been identified. The applied tool is SWOT matrix. After setting up the SWOT table, different strategies of SO, WO, ST, WT have presented and identified by QSPM Matrix of Strategy and prioritized. Proper strategies have been selected and appropriate policies and techniques have been proposed. According to the evaluation results of internal and external factors, the total score in the matrix is more than 2.5. This means that the strengths of organization defeated its weaknesses, so it is necessary for administrators to pay special attention to this novel system which has momentous and great task on staffs' health.

Keywords: *Strategic Planning, Assay and Health Promotion, Human Resources, University Staff*

INTRODUCTION

The strategic planning process is to create a specific mission statement with supportive goals and objectives that are complementary and supporting the mission and overall strategies of organization. Strategic Plan is the roadmap for effective management of short and long-term implementation of health promotion programs. Strategic planning is a tool that provides guidance to achieve a mission with maximum efficiency and effectiveness. To be effective and useful, the strategic planning should describe the specific goals, steps and resources needed. As a rule, most of the strategic plan should be reviewed and restarted every three to five years (Holly, 2004) strategic planning process includes a review of environmental circumstances, the organization needs, customers, strengths and weaknesses of the organization which are developed for the purpose of deciding on the organization's mission, goals and strategies.

Strategic planning, before being technique and technology, is a way of belief that encourages the managers to a long-term thought and foresight and far horizons forecast. In organization there is no belief, there won't be a proper bed for strategic planning growth. Strategic planning coordinates and synchronized the managers in carrying out their activities by proposing long-term objectives and policies of the organization. Strategic planning views the effectiveness. Finally, we can say that strategic planning

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can be considered as the most useful and effective strategy in organizations (Mohammadi and Tabari, 2008).

Due to rapid changes and their technology and complexity in today communities and organizations, needs off long-term strategic planning to monitor and preparation of long-term and futuristic looks in organizations are essential. All organizations for creating competitive advantage and distinct competencies to provide services in competitive, challenging and complex world of today require managers to direct organizations toward their goals achievement with strategic planning skills. The knowledge of strategic planning makes managers direct the organization toward the mission and existence philosophy of organization by considering the strengths, weaknesses, opportunities and threats with futuristic and long-term vision in the area of successful competition. Lack of physical activity and the so-called desk sitting has led to burnout in physical and mental dimensions, and consequently affect the quality of the services. However, changing attitudes in human resources will help reinforce personal hygiene and environmental health of staff. Mobility as one of the main job erosion is proposed and causes physical and emotional distress. Mental disorders such as stress and depression are very common nowadays, and all know these disorders in industrial and machinery life. No man is immune from depression and anxiety. This disorder can affect the work environment and transferred to others. Healthy and fresh work environment promotes the performance levels along with the expected quality. Health promotion a new but applied science in the field of health which is further concerned. In fact, in a simple definition, health promotion is "the process of enabling people to identify and control the factors that affect individual and community health and correct decisions in selecting health based behavior and thus healthy lifestyle observation". Therefore, in simple words we can say "health promotion" is the science and art of helping people to change their way of having a stable health condition. In a simple definition, planning means preparing the bed for a series of strategic decision-making [e.g., determining priorities] or performing some specific performance activities and analysis of a wide range of information. According to the definition of Hawe et al, health promotion planning includes a series of activities designed to achieve one or more permanent solution (strategy) in the context of changes in the behavioral, legal, environmental perspective in community level to improve the health status of a specific group of community. From health promotion experts point of view, the overall health of community is like an iceberg that only a small fraction of it is visible and measurable which is overall health status and a large number of other factors such as mental and cultural indicators of individuals and society, and behavioral cause of lifestyle are not easily measurable and direct observation. Essential assessment and evaluation about these factors should be performed that lead to improvement and promotion of health status. In fact, in health promotion discussion, paying attention to planning for identifying these factors is important in order to achieve successful results.

Since each organization's overall goal is to increase the efficiency and productivity of the organization's goals and the necessity of productivity is to have potential workforce besides physical and financial resources. The study of the physical and mental abilities and shortcomings of persons and efforts on health promotion and assignment of jobs to suit the situation of persons and attempt to upgrade the health promotion and devolving occupations appropriate to individuals' status seem very necessary. Accordingly, Isfahan medical university as the first custodian has started its momentous activities since 2010 this crucial and still continues to its upgrading process in this area. According to existence necessity of a strategic plan for progressing this newborn unit, we are going to do this study hope that we can realize final goals of organization which is having a healthy and capable community who are the public health custodians.

Literature and research history: The first strategic plan of Isfahan Medical University [706, 702]. preparation and implementation of Isfahan medical University Strategic Plan from 2001 with initial core formation of the university Strategic Plan and its sub-committees were constituted in all areas. In 2002 the first stage of the Committee (study and research) is finished and the strategic planning preparation was completed executively. Finally, the first draft of university strategic plan is finished in a workshop composed of the main committee and strategic sub-committee of university in Golpaygan in sharivar

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(2002). And published in Bahman (2002) after repeated reviewing. This strategic plan had targeted a 5-years period from 2002 to 2006. In a research as developing the first strategic plan of Isfahan Medical University (706, 702), Yarmohammadian et al concluded that the program is largely the result of organizational order and of course a much lesser is the result of inner needs of the management and expert. The first strategic plan regardless of its goals availability was definitely acted as a learning mechanism to assist the senior managers in visualizing ideals - policies and programs that are sometimes in the managers 'mind and by increasing awareness of the organization part from each other has promoted internal harmonization in the field of values, objectives and activities (Jalali *et al.*, 2008).

Yarmohammadian *et al.*, (2006) have utilized qualitative and quantitative methods in preparing the program and different strategic planning models by using an incorporative model in a research about Isfahan University of Medical Sciences and Health Services strategic planning and concluded that the necessity of Strategic planning has evolved the managers and experts' attitude (Yarmohammadian *et al.*, 2006). Realizing the programs should not deplete the strategic planning from idealism. Idealism is the organizational development and progress engine without which the programs will be a set of usual activity or routine (Daft, 1998). In a study titled internal and external Strategic analysis of Department of Management and Information has come to conclusion that the Department of Management and Information reached suitable situation well beside youth. It means that the strengths of the department were better than the weaknesses and the opportunities was better than the threats, and enjoyed more points for the department. In fact,

The school can exploit the opportunities and reduce the weaknesses, and threats by using strengths (Ansari *et al.*,). In a research on the effective analysis of marketing information systems on efficiency of strategic planning, Sadeghi, Sobhani Rahnavard have concluded that one of the most important ways to achieve sustainable competitive advantage is the strategic plan process which can simulate the future in senior managers 'mind virtually in order and would achieve a sustainable competitive advantage by using the result of the foresight.

In a research on strategic planning preparation for establishing quality system in a diagnostic laboratory, Rahmani *et al.*, (2008) have concluded that difference and tangible correction of problems in establishing quality in laboratory after preparation and implementation of strategic planning indicating the importance of dealing with problems (Rahmani *et al.*, 2008).

Strategic planning needs stable environment, environmental factors in balance with changes in case, understandable and predictable and stop functioning effectively in the absence of such conditions. According to central role of human capital in the age of information and knowledge-based economy, human resources as a strategic approach for managing the most valuable assets of an organization are considered more than ever. Today organizations are well aware that people are the most important and valuable resource of any organization. Dynamic workforce can create advanced and learning organization. Efficient human force has important role in performance of the organization. Competent and motivated manpower creates situations under which an organization can achieve its goals. Therefore, organizations should ensure that the dynamics, efficiency, competence and motivation of human resources are always at a high level. Each country labor forces are mostly young, efficient, and productive and community applies their own needs by using their mental - physical, psychological abilities. Therefore, it is important to protect the health of workers in order to prevent degradation of the human capital and huge capital spending on treatment, rehabilitation and training of new work force, is one of the most important indicators of development. Almost all studies results indicating the positive impact of investments on workers' health, organizational productivity enhancement and economic growth. Strategic planning of assay unit and health promotion eventually will lead to an increase in the spirit of cooperation, job satisfaction, good image of the organization for audience, attracting proper staff for jobs, preventing and reducing the load of disease, absenteeism reduction, health insurance costs reduction, treatment costs reduction, disability and death, personal and family lifestyle modification and ultimately qualified attraction and maintenance of human resources. Strategic planning of assay unit and health promotion of staff is an important strategic issue. Because

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human resources are the most important valuable sources of an organization and human resources embrace a large portion of Medical Sciences University and organized attention in the form of an effective strategic planning will have significant impact on public health. The additional sensitivity of health care workers who are the custodian of public health is clearly visible here.

According to the important role of Medical university employees as custodians of the public health, challenges such as disease, physical, non-occupational (genetic and social) mental problems before logging and inappropriateness of worker with the assigned job lead to quality degradation and lack of suitable output, financial load enhancement and waste of public funds and also malapropos claims of occupational injury in the organization or malapropos jobs exchange reduplicate the necessity of a strategic planning for solving the aforementioned problems. Understanding constraint as well as good possibilities is important in strategic planning. A strategic planning is not a list of demands, a report card or a marketing tool or definitely a magic bullet or a quick cure for everything. What a strategic plan can do is to clarify the unique strategies and weaknesses of the organization, enabling it to take advantage of new opportunities and unique strengths of individual and organization. If the board and the staff undertake the program, implementing a strategic plan can lead to a valuable blueprint for growth and revitalization enable an organization to use available facilities and determination of where the organization wants to be there and drawing courses for achievement it (Richard). In strategic planning, first the mission and vision of the organization has been determined, then beside the analysis of internal and external factors affecting the organization, the strengths, weaknesses, opportunities and threats of the organization can be detected. The next step the organization goals is set and the guidelines extracted based on identified strengths and weaknesses and opportunities and threats of the strategies. Analysis model of strengths, weaknesses, opportunities and threats, is one of the most commonly used models for developing organizational strategies (Daft, 1998). The Strategic planning can be used as a tools in organizations and help them achieving goals and performing their mission. We can say that strategic planning is a programmer of current status to desired situation. In this program, the current status of applying strategic planning in an organization is identified. Based on the outlook and macro orientation of organization, the optimal situation of strategic planning was determined. Strategic planning perspective is a clear prospect which is presented fluently. After developing vision, we can go to the mission. Mission statement reflects the existence philosophy and the mission of organization or set of organizations. In strategic planning, mission statement can be considered as major task and mission of the organization in the context of strategic planning. Strategy or guideline can be regarded as a way of achieving the organization mission, so in this way, the organization examined and identified internal and external factors and exploited domestic strengths and foreign opportunities correctly, eliminate the internal weakness and avoid external threats. In Strategic planning, the analysis of strengths and weaknesses and the opportunities and threats are usually used. In analysis of strengths, weaknesses, opportunities and threats, we are trying to identify the strengths and weaknesses of the unit in strategic planning and evaluation of opportunities and threats by using strategic planning, the guidelines determined as the maximum usage of the strengths and opportunities are performed and remove the weaknesses and ameliorate for dealing with the threats. After preparing strategies, they can be prioritized by using methods such as QSPM matrix (Ali, 2007). Accordingly, first we should identify the strengths, weaknesses, opportunities and threats of strategic planning. Since the strengths and weaknesses are related to the system, the internal factors must be analyzed to recognize them. In order to determine the opportunities and threats are external factors of system must be identified and analyzed. In general, the effective on strategic planning development can be divided into three categories: internal and external or environmental factors such as near or far environment. This classification is adapted with task environment or general environment. Internal factors reflect the strengths and weaknesses and the near and far environment factors and indicating opportunities and threats of developing unit strategic planning (Richard).

General purpose: Determining the strategic plan and evaluation of health promotion of Isfahan medical science university staff based on SWOT and QSPM matrix

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Specific Objectives

- Determining current status in assay unit and health promotion of Isfahan medical science university
- Determining the strategic issues in assay unit and health promotion of Isfahan medical science university
- Determining internal and external environmental factors in assay unit and health promotion of Isfahan medical science university
- Determine the opportunities and internal and external environmental threats in assay unit and health promotion of Isfahan medical science university
- Determining the internal strengths and weaknesses in assay unit and health promotion of Isfahan medical science university

Research Questions

1. How is the analysis of current status in assay unit and health promotion of Isfahan medical science university?
2. What are the strategic in assay unit and health promotion of Isfahan medical science university?
3. What are the Internal and external environmental factors affecting on assay unit and health promotion of Isfahan medical science university?
4. What are the opportunities and internal and external environmental threats in assay unit and health promotion of Isfahan medical science university?
5. What are the internal strengths and weaknesses in assay unit and health promotion of Isfahan medical science university?

This study is a type of applied surveying- descriptive In order to gather information, the library and field methods has been used. The studied populations are managers and experts who are responsible for planning assay unit and health promotion and sampling method of census and using the opinions of all those involved in health promotion programs. The EFE, IFE matrices have been used to gather information from interviewing method with experts who are responsible for assay unit and health promotion programs which are the tools needed for gathering interviewing and observation information and preparing questionnaire. In this research the QSPM SWOT matrices have been used to analyze the data.

Health promotion by increasing productivity due to disease reduction, absenteeism reduction, increased work morale, presenting a good image of organization to the audience on one hand and costs reduction due to disaster reduction its encumbrance, costs reduction of health insurance due to low demand for patient care, treatment costs reduction, disability and death, employee replacement reduction and training costs result in staffs replacement on the other hand cause financial economy. Health promotion in workplace includes all measures aimed at enabling people to have a positive sense, protecting the physical and spiritual health, motivation to provide accurate and useful work and more production. University employees may be exposed to a variety of harmful factors (ergonomics factors, biological factors, occupational stress, etc.). Therefore, assay unit and Health promotion of Isfahan medical university staffs activate to meet organizational goals and health promotion of all employees in Medical university subsets, and accordingly have based three major goals works to prevent personnel disease (prevention - Type I) – on time treatment of workers diseases (prevention - Type II) and prevention of disability which eventually will lead to personnel satisfaction. Since the overall purpose of the organization is to increase efficiency and productivity along to the organization goals and productivity prerequisite is to have qualified workforce beside physical and financial resources. So, study of abilities, physical and mental shortcomings, and efforts to promote health and assigned proper jobs to individual status are very essential. This unit is a subset of university supporting management and serves as headquarter.

The Strategic planning can be used as a tools in organizations and help them achieving goals and performing their mission. We can say that strategic planning is a programmer of current status to desired situation. In this program, the current status of applying strategic planning in an organization is identified. Based on the outlook and macro orientation of organization, the optimal situation of strategic planning was determined. Strategic planning perspective is a clear prospect which is presented

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fluently. After developing vision, we can go to the mission. Mission statement reflects the existence philosophy and the mission of organization or set of organizations. In strategic planning, mission statement can be considered as major task and mission of the organization in the context of strategic planning. Strategy or guideline can be regarded as a way of achieving the organization mission, so in this way, the organization examined and identified internal and external factors and exploited domestic strengths and foreign opportunities correctly, eliminate the internal weakness and avoid external threats. In Strategic planning, the analysis of strengths and weaknesses and the opportunities and threats are usually used. In analysis of strengths, weaknesses, opportunities and threats, we are trying to identify the strengths and weaknesses of the unit in strategic planning and evaluation of opportunities and threats by using strategic planning, the guidelines determined as the maximum usage of the strengths and opportunities are performed and remove the weaknesses and ameliorate for dealing with the threats. After preparing strategies, they can be prioritized by using methods such as QSPM matrix (Ali, 2007). Accordingly, first we should identify the strengths, weaknesses, opportunities and threats of strategic planning. Since the strengths and weaknesses are related to the system, the internal factors must be analyzed to recognize them. In order to determine the opportunities and threats are external factors of system must be identified and analyzed. In general, the effective on strategic planning development can be divided into three categories: internal and external or environmental factors such as near or far environment. This classification is adapted with task environment or general environment. Internal factors reflect the strengths and weaknesses and the near and far environment factors and indicating opportunities and threats of developing strategic planning unit.

Strategic planning model: **David Model:** By using David matrix model three basic steps have been taken and each step has to follow some stages

This was expressed by David (1994), which is more comprehensive than the other models. In this model, in fact, three basic steps have been taken and each step has to follow some stages:

First stage: strategy preparation

Second stage: strategy implementation

Third stage: strategy evaluation

First stage: strategy preparation: In the first stage, the following steps are taken for preparing strategies:

- Goals, mission and current strategy of the organization are investigated accurately and precisely.
- Factors affecting the external environment including opportunities (O) and threats (T) (Economic, cultural, technological, political, legal, international, customers, competitors and suppliers) will be determined. (Matrix EFE)
- Indoor factors including strengths (S) and weaknesses (W) (Organization and management, marketing, finance, accounting, production, operations, research and development, information systems and human resources) will be determined. (Matrix IFE)

Preparation frameworks of strategy include:

- Internal factor evaluation matrix (IFE)
- External factors Matrix (EFE)
- Competition check matrix (CPM)

Internal strengths in assay unit and health promotion:

1. Opening assay unit and health promotion for the first time at medical university level in Isfahan Medical Sciences University (distinctive competence)
2. Compassionate, efficient, professional, creative and dynamic labor force and individuals with experience in this area.
3. Having experiences and academic chart and relationship with the University Professors
4. There is need for such a unit with respect to the wideness of covered staff
5. Presence of media devices
6. Existence of great information for planning personnel health problems
7. Belief in strategic and operational planning at assay unit and health promotion

Internal weaknesses in assay unit and health promotion:

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1. The lack of clear definition and organization chart and the lack of full legal support and the lack of full execution process definition at university level.
2. The lack of medical examinations in university subsets (such as hospital) to reduce personnel examination costs (due to lack of financial resources)
3. The lack of organizational structure definition related to committee of adjustment, etc.
4. The weakness of informing process in pursuing health problems due to shortcomings
5. The negative attitudes of staff and low incentive due to the high cost of examinations

Internal threats in assay unit and health promotion:

1. Lack of coordination between predicted jobs by labor medicine doctors with occupational realities
2. The absence of criteria for evaluating the criticized work
3. Instability management

Internal opportunities and health promotion unit of measurement:

1. Possibility of using media
2. The trend toward collaborative management at university
3. Increased health level and awareness of employees from their health.
4. There are treatment centers that are effective in protection, safety and health of employees
5. Easy submission of affairs to private sector

Table 1: Internal factors (strengths and weaknesses)

Row	prioritized internal factors (strategic)	Importance coefficient	Rank	Score = coefficient × Rating
1	Opening assay unit and health promotion for the first time at medical university level in Isfahan Medical Sciences University (distinctive competence)	0.3	4	1.2
2	Compassionate, efficient, professional, creative and dynamic labor force and individuals with experience in this area.	0.2	4	0.8
3	Having experiences and academic chart and relationship with the University Professors	0.1	4	0.4
4	There is need for such a unit with respect to the wideness of covered staff	0.1	3	0.3
5	Presence of media devices	0.1	3	0.3
6	Existence of great information for planning personnel health problems	0.1	3	0.3
7	Belief in strategic and operational planning at assay unit and health promotion	0.1	3	0.3
	Total	1	24	3.6

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Row	prioritized internal factors (strategic)	Importance coefficient	Rank	Score = coefficient × Rating
1	Weaknesses: The lack of clear definition and organization chart and the lack of full legal support and the lack of full execution process definition at university level.	0.3	1	0.3
2	The lack of medical examinations in university subsets (such as hospital) to reduce personnel examination costs (due to lack of financial resources)	0.3	1	0.3
3	The lack of organizational structure definition related to committee of adjustment, etc.	0.2	1	0.2
4	The weakness of informing process in pursuing health problems due to shortcomings	0.1	1	0.1
5	The negative attitudes of staff and low incentive due to the high cost of examinations	0.1	1	0.1
	Total score	1	5	1
	Total	2	29	4.6

External opportunities in assay unit and health promotion:

1. Possibility developing single activities to central which perform overall assay process?
2. Possibility of using university facilities to review and assess the health of employees.
3. Presence of research centers interested in available information in unit.
4. Cooperation context of universities with hospitals to provide consulting services.

External threats in assay unit and health promotion:

1. Lack of sufficient justification for facilitating this unit
2. Managers' negligence to necessity and unit problems and the lack of infrastructural support
3. Presence of research centers interested in available information in unit
4. Presence of unsound competition

How to use evaluation matrix of external factors:

By using evaluation matrix of external factors, each strategic factors of macro environments (economic, social, etc.) and technical (customers, competitors, etc.) in the priority matrix of external factors have been identified and prioritized, evaluated and By evaluation of these factors, opportunities and threats are identified. Prioritized factors have placed in a column of the matrix and scored by using coefficients and specific ratings to determine whether the organization would plan for it will have more opportunities or face with more threats.

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Table 2: External factors (opportunities and threats)

Row	prioritized external factors	relative importance coefficient	Rank	Score = coefficient × Rating
1	Possibility of developing single activities to central which perform overall assay process	0.3	4	1.2
2	Possibility of using university facilities to review and assess the health of employees	0.3	3	0.9
3	Presence of research centers interested in available information in unit	0.2	3	0.6
4	Cooperation context of universities with hospitals to provide consulting services	0.2	3	0.6
	Total	1	18	3.3

Row	prioritized external factors	relative importance coefficient	Rank	Score = coefficient × Rating
1	Lack of sufficient justification for facilitating this unit	0.4	1	0.4
2	Managers' negligence to necessity and unit problems and the lack of infrastructural support	0.2	1	0.2
3	Presence of research centers interested in available information in unit	0.2	1	0.2
4	Presence of unsound competition	0.2	2	0.4
	Total score	1	5	1.2
	Total	2	23	4.5

TOWS matrix suggests four strategy samples:

1. SO: excellent condition and can use the strengths and opportunities to increase the organization share in market.

SO Strategies: In terms of this strategy, the organization attempts to exploit external opportunities by using internal strengths and maximize the opportunities by using strengths. Usually organizations to achieve such a position use WO, ST, WT strategies so that they can use SO strategies (David, 2008).

Strategies: (SO) (Opportunities, strengths) in assay unit and health promotion.

Strategies: (SO) 1 it is necessary to improve assay unit performance and health promotion by increasing administrative processes.

Strategies: (SO) 2 to enhance outside interaction, the university administrators should cooperate with the authorities in charge of examination.

Strategies: (SO) 3 it is necessary to improve single process, the participative management is spread and the ideas of experts in this area will be used.

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Strategies: (SO) 4 in order to gain access to specialized services, it is necessary to pursue physical and psychological problems personnel in the nearest places of personnel workplace.

WO: The weaknesses should be reduced and take advantage of opportunities. Such as new technology selection.

WO Strategies: The aim of the strategy is to exploit the opportunities available in work environment to improve internal weaknesses. In this case, the organization cannot exploit these obtained opportunities due to internal weakness. So, strategies such as using new technologies, etc., must be utilized to eliminate the weaknesses to use the opportunities (David, 2008).

WO Strategies

- Strategies 1 WO to reduce the weaknesses, The Statistics and information system need to be reform and public informing is done efficiently.
- Strategies 2 WO for enabling and pursuing personnel health, necessary pursuit need to be performed by health unit staff.
- Strategies 3 WO: The management code need to be prepared to promote the health unit employees.

3. ST: use the strengths and avoid the threats.

ST Strategies: companies are trying to use their strengths to reduce the effects of threats or reduce them with the implementation of this strategy.

- Strategies: ST1 given that presence of motivational barriers for personnel due to high costs of examinations and the treatment cost of mental and physical problems is one of the reasons of slow progress, it is better for the university as health custodians to consider the costs of assay performing and health promotion staffs in its annual cost.
- Strategies ST2: Due to low motivation of specialists for mental health commissions' and physical and mental problem of employees for their non-payment of demands, senior managers should adopt an attitude that experts have incentive on collaboration with university.
- Strategies ST3: Since the assay unit and health promotion were constituted recently, substantial sanction need to be considered for programs and the unit rules.

4. WT: The goal is to reduce weaknesses and threats at maximum possible time and the situation is very serious,

WT Strategies: Organizations that have adopted this strategy take defensive situation and objective of this strategy is to reduce internal weaknesses and avoid from external environment threats (David, 2008).

Strategies 1 WT: for reducing the weaknesses and threats, it is necessary that Selection, appointment of staff must be done carefully to maximize the effectiveness of programs. After the drawing SWOT table and various SO, WO, ST, WT strategies were presented, and then strategies based on the SWOT matrix was developed, prioritized by QSPM matrix and appropriate strategies selected and appropriate policies and techniques were proposed.

Proposed strategies to assay and health promotion based on the most significant weaknesses and threats Due to internal and external factors of evaluation matrix, it was clear that strategies for overcoming weaknesses, reducing weaknesses and preventing from facing with threats are Considered in this context, and accordingly several major strategies were proposed based on the most significant weaknesses and threats.

Table 4 shows the proposed strategies to assay and health promotion based on the most significant weaknesses and threats

Strategies proposed	
WT1	Policy for negotiations with the relevant authorities and agencies involved in order to improve and expand the unit performance
WT 2	For reducing the weaknesses and threats, Selection, appointment of staff must be done carefully to maximize the effectiveness of programs.

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Table 9: The most important strengths in assay unit and health promotion according to their importance

Row	Prioritized internal factors (strategic)	Importance coefficient	Rank	Score = coefficient × Rating
1	Opening assay unit and health promotion for the first time at medical university level in Isfahan Medical Sciences University (distinctive competence)	0.3	4	1.2
2	Compassionate, efficient, professional, creative and dynamic labor force and individuals with experience in this area.	0.2	4	0.8
3	Having experiences and academic chart and relationship with the University Professors	0.1	4	0.4
4	There is need for such a unit with respect to the wideness of covered staff	0.1	3	0.3
Row	Prioritized internal factors (strategic)	Importance coefficient	Rank	Score = coefficient × Rating
5	Presence of media devices	0.1	3	0.3
6	Existence of great information for planning personnel health problems	0.1	3	0.3
7	Belief in strategic and operational planning at assay unit and health promotion	0.1	3	0.3
	Total	1	24	3.6
1	Weaknesses: The lack of clear definition and organization chart and the lack of full legal support and the lack of full execution process definition at university level.	0.3	1	0.3
2	The lack of medical examinations in university subsets (such as hospital) to reduce personnel examination costs (due to lack of financial resources)	0.3	1	0.3
3	The lack of organizational structure definition related to committee of adjustment, etc.	0.2	1	0.2
4	The weakness of informing process pursuing health problems due to shortcomings	0.1	1	0.1
5	The negative attitudes of staff and low incentive due to the high cost of examinations	0.1	1	0.1
	Total score	1	5	1
	Total	2	29	4.6

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As can be seen, Opening assay unit and health promotion for the first time at medical university level in Isfahan Medical Sciences University (distinctive competence) gained the highest score among the strengths.

The next factor was Compassionate, efficient, professional, creative and dynamic labor force and individuals with experience in this area. This factor was accounted as one of the most important assay unit and health promotion strength.

Having experiences and academic chart and relationship with the University Professors is another factor specified in order of preference.

Table 10: The most important weaknesses in assay unit and health promotion in order of importance

Weaknesses

The lack of clear definition and organization chart and the lack of full legal support and the lack of full execution process definition at university level.

The lack of medical examinations in university subsets (such as hospital) to reduce personnel examination costs (due to lack of financial resources)

The lack of organizational structure definition related to committee of adjustment, etc.

The weakness of informing process in pursuing health problems due to shortcomings

The negative attitudes of staff and low incentive due to the high cost of examinations

As can be seen, the lack of clear definition and organization chart and the lack of full legal support and the lack of full execution process definition at university level for this unit is counted as the most important weakness in assay unit and health promotion, one of the major weakness points obtained in this study is the lack of medical examinations in university subsets (such as hospital) to reduce personnel examination costs (due to lack of financial resources). Experts assigned high score to this weakness.

Second question: What are the external factors (opportunities and threats) in assay unit and health promotion?

The most important external factors (opportunities and threats) that assay unit and health promotion faces are presented in Table 11 in order of importance.

Table 11: The most important opportunities for the unit of measurement and thus the importance of health promotion

Opportunities

Possibility of developing single activities to central which perform overall assay process

Possibility of using university facilities to review and assess the health of employees

Presence of research centers interested in available information in unit

Cooperation context of universities with hospitals to provide consulting services

As can be seen, Possibility of developing single activities to central which perform overall assay process is considered as the most important opportunity for assessing and health promotion by experts who are very clear. Isfahan University of Medical Sciences by using its research and scientific capabilities can handle this important issue in assessing their staff and other organizations.

Table 12: Most important threats in assay unit and health promotion in order of importance

Threats

Lack of sufficient justification for facilitating this unit

Managers' negligence to necessity and unit problems and the lack of infrastructural support

. Presence of research centers interested in available information in unit

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As can be seen, Lack of sufficient justification for facilitating this unit gained the highest score among the threats of assay unit and health promotion.

Third question: what major strategies can the Center of assay and Health Promotion of staff use in the area of health promotion?

Centre of assay and health promotion should utilize a defensive strategy for progressing its programs, because the outcome of reviewing the strengths and weaknesses and opportunities and threats placed in the WT, accordingly, several strategies have been proposed and then major strategies were prioritized by QSPM matrix in the following order.

- Policy making for negotiating with the relevant authorities and involved organizations in medical examinations for other organs by using useful potential of the University

- Planning and designing assay unit and health promotion activities

In order to achieve each mentioned strategies, operational solutions listed below are recommended.

- Investing in the development and evaluation of health promotion using university funds

• Appropriate health education campaign through available health training media to other NGOs in province in order to earn income for the university

• Attempt to identify, restore identity and personalizing the center emphasizing on efforts to expand and upgrade the center.

• Apt introduction of this center in health-related journals and other relevant bodies

• Determination of approved budget for activities related to the promotion programs at the University and exact amount of capital requirements for carrying out activities

- Settling university approved centers in different covered regions for treatment pursuing of staffs if needed

- Active consultations for negotiations with the relevant authorities and organizations in conducting staffs' health assessment in private and public organizations.

• Holding scientific conference focusing on health management and using constructive comments on assessing physical and psychological problems to provide the best solutions for overcoming the problems and health promotion in sensitive community

• Determination and establishment of clear place for the responsibilities associated with the center and the deployment and employment of skilled and qualified personnel and creating organizational positions in the field of Health

• Convincing the university managers about irreparable consequences of public health due to neglecting the staffs' health

• Employing experts in the study of diseases caused by working in different job categories

• Reviewing the structure of business processes, the reduction and elimination of additional and unnecessary steps and setting more flexible domestic legislation in the field of research and decision making at development center

• Regarding to scientific principles and opinions of experts for reducing problems for staff during work.

SO: excellent condition and can use the strengths and opportunities to increase the organization share in market.

Strategies: (SO) (Opportunities, strengths) in assay unit and health promotion.

Strategies: (SO) 1 it is necessary to improve assay unit performance and health promotion by increasing administrative processes.

Strategies: (SO) 2 to enhance outside interaction, the university administrators should cooperate with the authorities in charge of examination.

Strategies: (SO) 3 it is necessary to improve single process, the participative management is spread and the ideas of experts in this area will be used.

Strategies: (SO) 4 in order to gain access to specialized services, it is necessary to pursue physical and psychological problems personnel in the nearest places of personnel workplace.

WO: The weaknesses should be reduced and take advantage of opportunities. Such as new technology selection.

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WO Strategies

- Strategies 1 WO to reduce the weaknesses, The Statistics and information system need to be reform and public informing is done efficiently.
- Strategies 2 WO for enabling and pursuing personnel health, necessary pursuit need to be performed by health unit staff.
- Strategies 3 WO: The management code need to be prepared to promote the health unit employees.

ST: use the strengths and avoid the threats.

ST Strategies: strengths and threats.

- Strategies: ST1 given that presence of motivational barriers for personnel due to high costs of examinations and the treatment cost of mental and physical problems is one of the reasons of slow progress, it is better for the university as health custodians to consider the costs of assay performing and health promotion staffs in its annual cost.
- Strategies ST2: Due to low motivation of specialists for mental health commissions and physical and mental problem of employees for their non-payment of demands, senior managers should adopt an attitude that experts have incentive on collaboration with university.
- Strategies ST3: since the assay unit and health promotion were constituted recently, substantial sanction need to be considered for programs and the unit rules.

WT: The goal is to reduce weaknesses and threats at maximum possible time and the situation is very serious.

WT Strategies

Strategies 1 WT: for reducing the weaknesses and threats, it is necessary that Selection, appointment of staff must be done carefully to maximize the effectiveness of programs

RESULTS AND DISCUSSION

Results

According to the results of internal and external factors assessment the total score in this matrix is greater than 2.5. This means that according to our predictions, the strength of the organization will overcome the weaknesses. According to unit readiness to achieve competitive strengths, it seems necessary that the managers pay special attention to this newborn system which has a monumental task in the health of university staffs who are the custodians of public health.

Determination of assay unit and health promotion strategies:

- 1-Planning to pursue medical and health problems of personnel due to the massive information
2. Development of single activities to central which perform overall assay process.
3. Possibility of using university facilities to review and assess the health of employees
4. Possibility of using research centers interested in available information in unit

Limitations:

During the study, there were difficulties which created interruptions in the way of achieving the results and objectives of the research. The most important of these problems include:

1. The lack of cooperation by Some strategic managers who involved with researchers in providing constructive comments
2. Lack of sufficient information on relevant sites, and limited access to articles in journals
3. Requires a comprehensive understanding of various aspects of the work process in university due to the nature of SWOT model, criteria and its defined scope that it is difficult to access certain information.

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