ESTABLISHMENT OF A POLYSOMNOGRAPHY UNIT IN PERPETUAL HELP MEDICAL CENTER, BINAN CITY, LAGUNA

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ABSTRACT

The Perpetual Help Medical Center Polysomnography Unit is planned to be located inside the Perpetual Help Medical Center Binan in Sto. Nino, Binan, Laguna. Pulmonary section will be handling the PHMCB PSG Unit which is an extension of the services that the section offers and PHMCB PSG Unit deals with diagnostic and therapy of sleep disorders. Perpetual Help Medical Center Pulmonary section consists fourteen personnel one of which is the Chief Respiratory Therapist, and two or more therapists may be assigned to Polysomnography Unit. They will serve the in-patients or out-patients as prescribed by the attending physician of those patients who resides on Barangay Sto. Niño and other nearby communities. Perpetual Help Medical Center Polysomnography Unit will undergo strategic management process to be competitive. The major purpose of this study is to develop a corporate strategic business plan that would enhance the competitiveness of the company in order to accomplish its long-term goals and short-term objectives. This study used the descriptive method of research. This method involves observing and describing the behavior of the subjects in without influencing it in any way; and in this study refers to the external and internal environment of the Perpetual Help Medical Center Polysomnography Unit. The researcher conducted focus group discussions that designed a strategic business plan for Perpetual Help Medical Center Polysomnography Unit. It was focused on the accumulated data, other observations and company issues from other hospitals and facility that offers PSG. The researcher also weighed and rated concerns of the Perpetual Help Medical Center Binan Polysomnography Unit.

Overall, the results of the study stated that: (1) The external factor evaluation (EFE) matrix of Perpetual Help Medical Center Polysomnography Unit is 2.78 which means minor threat has a strong profit potential based on their opportunities in health care plan changes, improved socio-economic status of the people and of its good strategic location. (2) The internal factor evaluation (IF) matrix of Perpetual Help Medical Center Polysomnography Unit is 3.05 which means minor strength should pursue competitive strategies as it is fairly competing in a stable sleep study industry. (3) Presence of highly qualified competent respiratory therapists and staff will be capitalized as part of the strategy. Continuous improvements on services with the aim of making the hospital really customer friendly, and serving its customer with excellence would differentiate the Perpetual Help Medical Center Binan Polysomnography Unit from its competitors. (4) The growing population in the vicinity increases the potential market, thus, an increase in revenue and its profitability. The populace in the in the Barangay of Sto. Niño, in the municipality of Biñan, and its neighboring cities and municipalities, plus the growing population of migrants from the industrial sector shall be the target market. (5) Profitability analysis showed that PHMCB PSG Unit has an average of 40% operation margin ratio yearly is projected. Payback will be realized as early as 1 year and 6 months. By the end of each year of operations, PHMCB PSG Unit will be evidently profitable with its

Net Income after tax of P1.2M for the first year, P1.6M for the second year, and P2.3M for the third year.

Keywords: Polysomnography Unit, Business Plan, SWOT Analysis, Focus Group

DISCUSSION
METHODS

This research employed a descriptive design. The method is justified by the fact that the current study focuses on the internal and external environments at the PHMCB Polysomnography Unit using the strategic management process to create a corporate strategic business plan that would increase the organization's competitiveness in achieving its long-term goals as well as short-term targets. This study utilized a descriptive research approach and is carried out through focus group discussions. Creswell and Creswell (2018) described how descriptive research commonly employs a quasi-experimental research methodology. The purpose is to understand more about what distinguishes a certain topic of study. Focus groups were used to evaluate the internal and external surroundings of the Perpetual Help Medical Center Binan Polysomnography Unit. A focus group discussion (FGD) is an effective tool for bringing together people with similar backgrounds or experiences to explore a certain topic of interest. A moderator (or group facilitator) guides the participants' group and offers discussion subjects while supporting the group in having a dynamic and natural dialogue (Fontana and Frey, 2018). Proponents undertook focus group discussions to develop a strategic commercial strategy for the Polysomnography Unit at Perpetual Help Medical Center Binan.

Focus group discussions focused on data from polysomnography units, hospitals and other standalone polysomnography clinics. Furthermore, the supporters investigated further independent polysomnography facilities. Focus groups were utilized to get crucial feedback and detect potential business difficulties (Fontana and Frey, 2018). The issues of the PHMCB Polysomnography Unit were examined and rated by supporters. The key data sources for the study were papers, documents, and data pertinent to the business flow in a Polysomnography Unit (Creswell and Creswell (2018).

Population of the Study

The advocates are being regarded as a focus group of Respiratory Therapists and professionals in the fields of Pulmonology and Sleep Studies with the objective of creating a polysomnography facility at Perpetual Help Medical Center Binan. The Polysomnography Unit's primary market will be people of Binan City, Laguna, as well as surrounding cities and municipalities in Laguna such as San Pedro, Santa Rosa, and Cabuyao.

Research Procedure

The internal and external environmental elements for Perpetual Help Medical Center - Binan Polysomnography Unit were evaluated via focus group discussions. A focus group discussion (FGD) was an effective technique to bring people from similar backgrounds or experiences together to explore a specific topic of interest. A moderator (or group facilitator) supervised the group of participants by introducing themes for discussion and assisting the group in participating in a lively and natural dialogue among themselves (Creswell, J. W., and Creswell, J. D. (2018). The supporters had focus group talks in order to develop a strategic

business strategy for the Perpetual Help Medical Center - Binan Polysomnography Unit. The focus group talks focused on the data collected from the nearby sleep laboratories in Alabang and Sta. Rosa, Laguna. The Perpetual Help Medical Center - Binan Polysomnography Unit employed focus group talks to acquire shared important information and anticipate corporate concerns. The researcher employed a three-stage decision-making framework based on Fred David's Strategy Formulation Analytical methodology (David and David 2017).

1. Stage 1 (Input Stage)
The External Factor Evaluation (EFE) Matrix and the Internal Factor Evaluation (IFE) Matrix were used in the study's first stage (Input Stage). The fundamental input material obtained from the focus group talks was summarized at this step (David and David 2017).

2. Stage 2 (Matching Stage)
The group utilized the Strengths-Weaknesses-Opportunities-Threats (SWOT) Matrix and the Strategic Position and Action Evaluation (SPACE) Matrix in Stage 2 or the Matching Stage to produce realistic alternative plans by aligning important external and internal criteria (David and David 2017).

3. Last Stage (Decision Stage)
The researcher employed the Quantitative Strategic Planning Matrix (QSPM) in the last stage, dubbed the Decision stage, to give the group with an objective foundation for picking particular strategies by displaying the relative attractiveness of the different plans (David and David 2017).

4. Scoring
4. 1. Internal Factor Evaluation

Internal factors were discovered after conducting an internal audit and assessing the strengths and weaknesses of all firm segments. After the identification of strengths and weaknesses, the core of the IFE matrix was constructed by giving a weight to each element ranging from 0.00 to 1.00. The weight allocated to a certain factor demonstrates the component's relative importance. Insignificance is represented by the number zero. One implies that something is exceedingly important. The scale ranges from 1 to 4. A factor's rating shows whether it is a significant weakness (rating = 1), a minor weakness (rating = 2), a minor strength (rating = 3) or a major strength (rating = 4). Your strengths should be 4 or 3, and your weaknesses should be 1 or 2.

Table 1: Internal Factor Evaluation Scoring

Weight	Description
0	Not Important
1	Important

Rating	Description
1	Major Weakness
2	Minor Weakness
3	Minor Strength
4	Major Strength

Table 1 showed internal factor evaluation scoring. Weighted scores less than 2.5 imply poor internal business. Much higher scores imply a strong internal position. A low internal evaluation score, in other words, implies that the firm is weak in comparison to its competitors.

Multiply each component's weight by its rating. As a result, each component will earn a weighted score. The weighted ratings for each element are then summed. This calculates your company's overall weighted score.

Formula for IFE Matrix:

$$\text{IFE Matrix} = \text{Weight} \times \text{Rate} = \text{Total Weighted Average}$$

4.2. External Factor Evaluation

Each essential component should be weighted between 0.0 and 1.0 (low importance). (This is critical). The number represents how important the factor is for a company to prosper in a certain industry. The external matrix ratings represent the current strategy's efficacy in responding to opportunities and barriers. The numbers range from 4 to 1, with 4 representing a fantastic reaction (major opportunity), 3 representing an above-average response (minor opportunity), 2 representing an average response (minor threat), and 1 representing a terrible response (major threat). Subjective evaluations and weights are assigned to each component.

Table 2: External Factor Evaluation Scoring

Weight	Description
0	Not Important
1	Important

Rating	Description
1	Major Weakness
2	Minor Weakness
3	Minor Strength
4	Major Strength

Table 2 showed the scoring used for external factor evaluation. In comparison to IFE, total weighted scores significantly below 2.5 indicate an internally weak business, while scores significantly above 2.5 indicate an internally strong position, i.e., a low total score in external evaluation indicates that the company's strategies are poorly designed to capitalize on opportunities and defend against threats.

Formula for EFE Matrix:

$$\text{EFE Matrix} = \text{Weight} \times \text{Rate} = \text{Total Weighted Average}$$

Results and Discussion

This chapter presents the data analysis and interpretation based on the study's findings.

1. External Factor Evaluation (EFE) Matrix

Table 1. External Factor Evaluation Matrix

	Opportunities/Threats	Key External Factors	Weight	Rating	Weighted Score
OPPORTUNITIES	Demographic / Socio-cultural Factor	Strategic location and changing composition and growing populations of Barangay Sto. Nino, Binan	0.150	4	0.600
	Technological Factors	Rising need of patient for sleep disorders diagnosis and therapy.	0.020	3	0.060
		Updated technologies	0.020	3	0.060
	Economic Factors	Changes in health care plan	0.170	4	0.680
		Improved socio economic status	0.100	4	0.400
		Tie up with the exisiting and upcoming industiral companies	0.030	3	0.090
	Political Factors	Tie up with the government agencies	0.030	3	0.090
THREATS	Socio-cultural	Shortage of respiratory therapist	0.120	2	0.240
	Economic Factors	Rising health cost in general	0.020	2	0.040
	Technological Factor	Rapid changes in technologies	0.120	1	0.120
	Political Factors	Government regulated pricing	0.020	1	0.020
		Changes in political structures	0.020	1	0.020
	Industry 5 Forces (Porter's Five Forces)	Potential entry of new competitors	0.070	2	0.140
		Potential development of substitute products	0.100	2	0.200
		Devaluation of peso resulting to lesser purchasing power of customers	0.010	2	0.020
	TOTAL		**1.000**		**2.780**

Table 1 shows that the Perpetual Help Medical Center (PHMC) - Polysomnography Unit has a total weighted score of 2.78, indicating that PHMC might respond effectively to market opportunities and threats. Table 1 summarizes the possibilities and dangers identified by the PHMC Polysomnography Unit during focused group talks. The top three prospects for the PHMC Polysomnography Unit are [1] changes in health care plan (0.68), [2] expanding population of Barangay Sto. Nino, Binan, Laguna (0.60), Laguna, and [3] all increased their socioeconomic standing (0.40). The top three threats to the PHMC Polysomnography Unit, on the other hand, are [1] a scarcity of respiratory therapists (0.24), [2] the possible creation of replacement products/services (0.20), and [3] the potential entry of new rivals (0.14).

2. Internal Factor Evaluation (IFE) Matrix

Table 2. Internal Factor Evaluation Matrix

	Strenghts/ Weaknesses	Key Internal Factors	Weight	Rating	Weighted Score
STRENGTHS	Corporate Culture	Customer Oriented	0.065	4	0.260
		Committed to qualitiy health care	0.050	4	0.200
	Human Resouce	Competent highly qualified administrator and customer attentive respiratory therapist and staff	0.150	4	0.600
	Opeation	Comrehensive training and development program	0.050	3	0.150
		Round the clock operation (24/7)	0.030	3	0.090
		Well-defined company's policies and procedure	0.025	3	0.075
	Marketing	Affordable and reasonable price scheming	0.120	4	0.480
		Offer services not commonly available in the market	0.070	4	0.280
	Finance	Sufficient capitalization	0.050	3	0.150
		Excellent credit reputation	0.040	3	0.120
WEAKNESSES	Corporate Culture	Sutainability of core values	0.050	2	0.100
	Human Resouce	Poor working conditions of respiratory therapists due to lack of manpower	0.150	2	0.300
	Operation	Inefficient service due to unavailability of needed supplies medicines	0.040	1	0.040
	Finance	High Operating Expenses	0.055	2	0.110
		Inability of the patient to settle account on time	0.020	1	0.020
	Marketing	Absence of established brand name in the market	0.035	2	0.070
		TOTAL	**1.000**		**3.045**

Perpetual Help Medical Center (PHMC) - Polysomnography Unit has a total weighted score of 3.045 based on the data shown in Table 2, indicating a solid internal position. The top three qualities of the PHMC Polysomnography Unit are [1] highly trained competent administrator and customer-attentive respiratory therapist and staff (0.60), [2] inexpensive and acceptable pricing scheme (0.48), and [3] offer services not typically available in the market (0.28).

The top three weaknesses, on the other hand, are [1] poor working conditions for respiratory therapists due to a shortage of personnel (0.30), [2] the sustainability of fundamental values (0.10), and [3] a lack of brand presence (0.70).

3. Strategic Management Process - Perpetual Help Medical Center (PHMC) Polysomnography Unit Tools

The following are the tools used for strategic management process:

3.1. SWOT Analysis

Figure 3. SWOT Analysis for Perpetual Help Medical Center (PHMC) - Polysomnography Unit
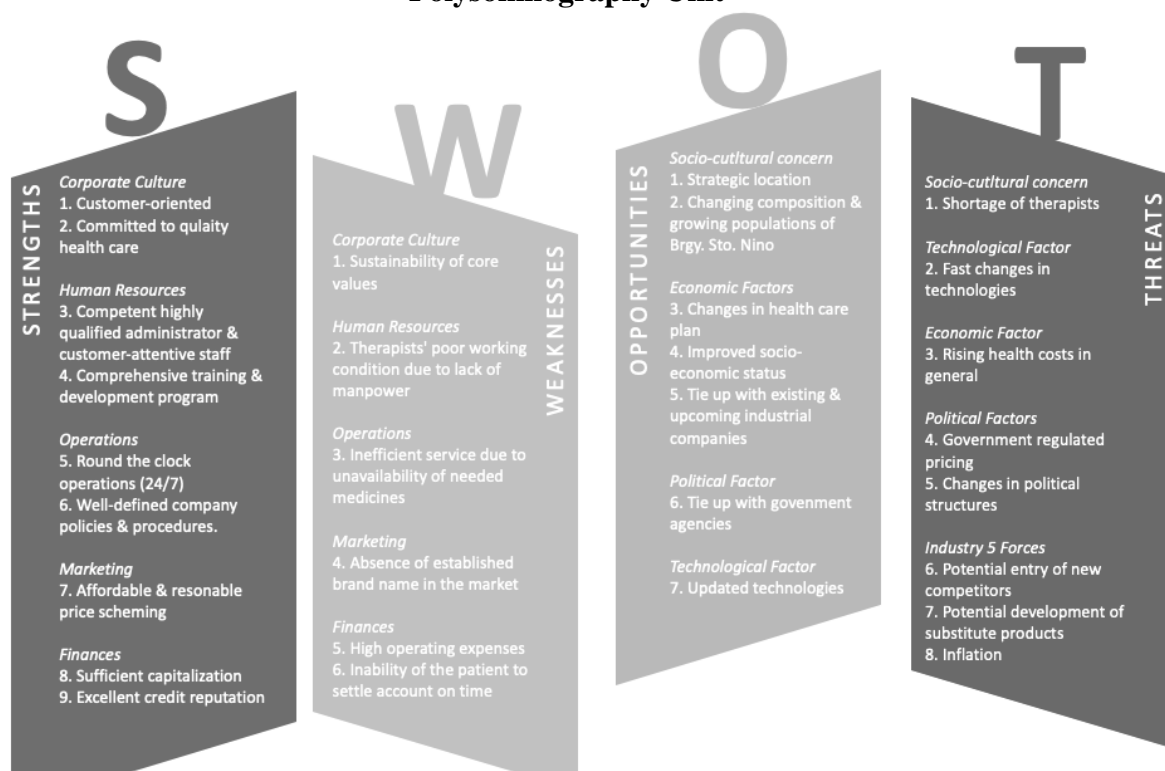

Figure 3 illustrates that the PHMC - Polysomnography Unit's strengths, weaknesses, opportunities, and threats were determined. Strengths and weaknesses are also classified according to business culture, human resources, operations, marketing, and finances. Threats are classified as socio-cultural concerns, economic issues, political considerations, and technical elements, whereas opportunities are classified as socio-cultural concerns, economic factors, political factors, and industry five forces. Perpetual Help Medical Center Polysomnography Unit may establish successful strategies to achieve its objectives and manage risks by studying and recognizing a venture's strengths, weaknesses, opportunities, and threats (David & David 2017).

3.2 TOWS Analysis

Figure 4. TOWS Analysis for Perpetual Help Medical Center (PHMC) – Binan – Polysomnography Unit

Figure 4 shows the identified strengths, weaknesses, opportunities, and threats. TOWS analysis is then used to identify the strengths-opportunities, strengths-threats, weaknesses-opportunities, and weaknesses-threats. Strengths-Opportunities strategy is achieved by answering the question 'which of the company's strengths can be used to maximize the opportunities identified,' and for Perpetual Help Medical Center Polysomnography Unit, the two identified strategies are intensifying marketing efforts for the brand and computerization. To enhance marketing campaigns, the PHMC Polysomnography Unit's 24-hour service (S5) and affordability (S7) may be leveraged to optimize strategic location (O1) and improve socioeconomic status (O4). Furthermore, with appropriate financing (S8), the PHMC Polysomnography Unit may leverage this strength to stay current on technology (O7).

The Strengths-Threats (ST) strategy is a tool used in strategic planning to help organizations assess their internal strengths and external threats. And for PHMC Polysomnography Unit, acquiring quality inexpensive polysomnography machines is the identified strategy on which the affordability of the services (S7) can be used to mitigate the risk of rising health costs (T3) and decreasing purchasing power of the currency (T8). The weaknesses-opportunities (WO) strategy is a strategic planning framework that tries to fix deficiencies in a firm or organization while capitalizing on market opportunities. The organization suggested measures including extensive marketing and improving staff relations. Financial performance of PHCM Polysomnography Unit can be improved by intensifying marketing efforts, using strategic location (O1), favorable demographics (O2), improved socio-economic status (O4), and tie-up with existing and future industrial entities (O5), which can be used to mitigate the high operating expenses (W5), as well as the inability of clients to settle accounts (W6).

The Weaknesses-Threats (WT) approach, also known as the Defensive Strategy, is a framework for addressing internal weaknesses and external threats that may have a detrimental influence on an organization's performance. The Weaknesses-Threats strategy can be formulated by answering the question, 'How can you minimize the company's weaknesses to avoid the threats you identified?' One strategy is identified, namely, hiring additional respiratory therapist, wherein shortage of therapist (T1) can be avoided by hiring more therapist (W2) and improving the work environment condition.

3.3. SPACE Matrix

Figure 5.1. SPACE Matrix Tabulation for PHMC Polysomnography Unit

SPACE MATRIX				
Internal Dimensions				
Financial Strenth (FS)	**Score**	**Competitive Advantage (CA)**		**Score**
1. Return on Investment	2	1. Market share		-2
2. Financial and operating leverage	4	2. Service Quality		-1
3. Liquidity	4	3. Service life cycle		-2
4. Working capital	4	4. Customer preference		-2
5. Ease of exit from market	3	5. Technological innovation		-4
		6. Sound supply chain		-2
		7. Brand and image		-4
Total	**3.40**	**Total**		**-2.43**
External Dimensions				
Environmental Stability (ES)	**Score**	**Industry Strength (IS)**		**Score**
1. Technological changes	-5	1. Growth potential		4
2. Inflation	-4	2. Profit potential		4
3. Demand elasticity	-5	3. Financial stability		3
4. Competitor's price ranges	-4	4. Ease of entry		4
5. Barriers to entry	-3	5. Capacity utilizaton		3
6. Competitive pressure	-5	6. Access to financing consolidation		2
7. Ease of exit	-4			
8. Price elasticity	-5			
9. Risk exposure	-5			
Total	**-4.44**	**Total**		**3.33**
y - axis	**-1.04**	**x - axis**		**0.90**

Figure 5.2. SPACE Matrix for PHMC Polysomnography Unit
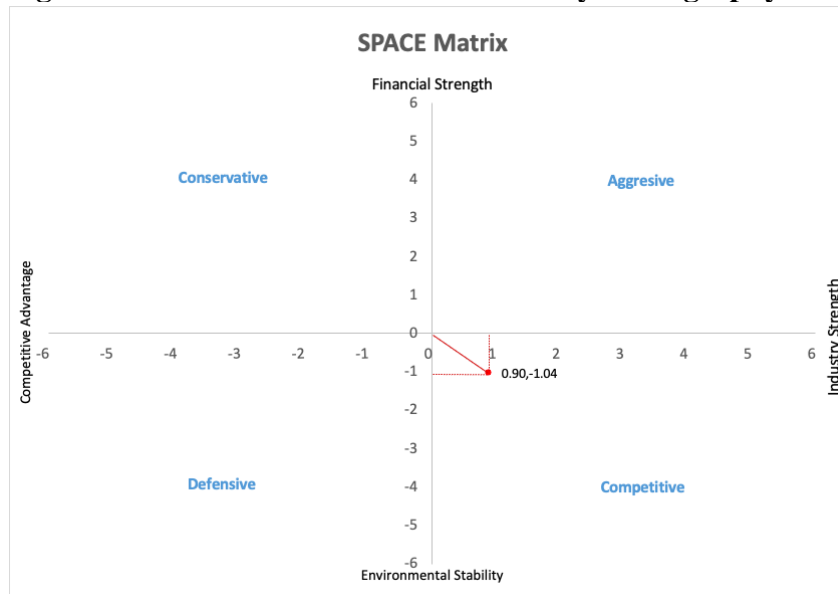
According to the data in Figure 5.1 and 5.2, Perpetual Help Medical Center Polysomnography Unit is in the competitive quadrant with axis (0.90,-1.04), and hence must focus on survival tactics.

3.4. Internal-External Matrix

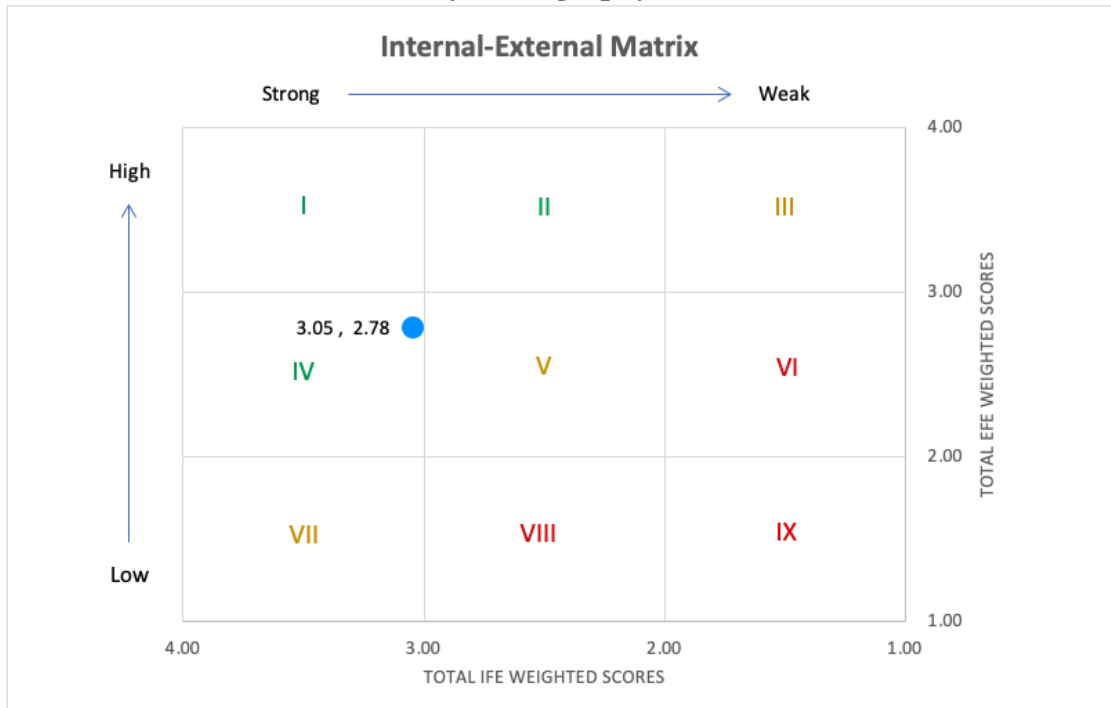**Figure 6. Internal-External Matrix for Perpetual Help Medical Center (PHMC) Polysomnography Unit**

Figure 6 shows the total weighted scores for Internal Factor Evaluation and External Factor Evaluation. The PHMCB Polysomnography Unit falls under quadrant IV with axis (3.05, 2.78), which clearly suggests the grow and build strategy. Thus, intensive (market penetration, market development) or integrative (backward integration, forward integration, and horizontal integration) strategies are appropriate under these divisions.

3.5. Quantitative Strategic Planning Matrix (QSPM)

Figure 7. Quantitative Strategic Planning Matrix (QSPM) for Perpetual Help Medical Center (PHMC) Polysomnography Unit

	Strengths	Weight	Market Penetration		Market Development	
			AS	TAS	AS	TAS
1	Customer Oriented	0.07	4	0.26	4	0.26
2	Committed to qualitiy health care	0.05	4	0.20	4	0.20
3	Competent highly qualified administrator and customer attentive respiratory therapist and staff	0.15	3	0.45	3	0.45
4	Comrehensive training and development program	0.05	3	0.15	3	0.15
5	Round the clock operation (24/7)	0.03	2	0.06	2	0.06
6	Well-defined company's policies and procedure	0.03	3	0.08	3	0.08
7	Affordable and reasonable price scheming	0.12	4	0.48	4	0.48
8	Offer services not commonly available in the market	0.07	4	0.28	4	0.28
9	Sufficient capitalization	0.05	3	0.15	3	0.15
10	Excellent credit reputation	0.04	3	0.12	3	0.12

	Weaknesses	Weight	Market Penetration		Market Development	
			AS	TAS	AS	TAS
1	Sutainability of core values	0.05	4	0.20	4	0.20
2	Poor working conditions of respiratory therapists due to lack of manpower	0.15	2	0.30	2	0.30
3	Inefficient service due to unavailability of needed supplies medicines	0.04	2	0.08	1	0.04
4	High Operating Expenses	0.06	2	0.11	2	0.11
5	Inability of the patient to settle account on time	0.02	1	0.02	1	0.02
6	Absence of established brand name in the market	0.04	2	0.07	2	0.07

	Opportunities	Weight	Market Penetration		Market Development	
			AS	TAS	AS	TAS
1	Strategic location and changing composition and growing populations of Barangay Sto. Nino, Binan	0.15	4	0.60	4	0.60
2	Rising need of patient for sleep disorders diagnosis and therapy.	0.02	3	0.06	2	0.04
3	Updated technologies	0.02	3	0.06	2	0.04
4	Changes in health care plan	0.17	3	0.51	3	0.51
5	Improved socio economic status	0.10	4	0.40	4	0.40
6	Tie up with the exisiting and upcoming industiral companies	0.03	4	0.12	3	0.09
7	Tie up with the government agencies	0.03	3	0.09	3	0.09

	Threats	Weight	Market Penetration		Market Development	
			AS	TAS	AS	TAS
1	Shortage of respiratory therapist	0.12	2	0.24	2	0.24
2	Rising health cost in general	0.02	3	0.06	2	0.04
3	Rapid changes in technologies	0.12	3	0.36	2	0.24
4	Government regulated pricing	0.02	2	0.04	2	0.04
5	Changes in political structures	0.02	1	0.02	1	0.02
6	Potential entry of new competitors	0.07	2	0.14	2	0.14
7	Potential development of substitute products	0.10	2	0.20	2	0.20
8	customers	0.01	2	0.02	2	0.02
	TOTALS			4.69		4.51

Based on the data presented on Figure 7, market penetration scored **4.69** which is clearly higher than market development with the score of **4.51**, thus, market penetration is the better option for PHMC Polysomnography Unit.

3.6. Competitive Profile Matrix (CPM)

Table 8. CPM of PHMC Polysomnography Unit against two hospitals (Hospital A and Hospital B)

Key Success Factors	Weight	Our Business		Competitor A		Competitor B	
		Rating	Score	Rating	Score	Rating	Score
Market Share	0.050	2	0.100	3	0.150	4	0.200
Producer Quality	0.150	4	0.600	2	0.300	3	0.450
Consumer Loyalty	0.100	2	0.200	3	0.300	4	0.400
Consumer Service	0.200	4	0.800	2	0.400	3	0.600
Price Competitiveness	0.100	3	0.300	1	0.100	2	0.200
Advertising	0.200	4	0.800	2	0.400	3	0.600
Financial Position	0.150	2	0.300	3	0.450	2	0.300
Management Experience	0.050	3	0.150	4	0.200	3	0.150
Total	1.000		3.250		2.300		2.900

Table 8 shows that the Perpetual Health Medical Center (PHMC) has the greatest overall competitiveness score (3.25), followed by Competitor B (2.90) and Competitor A (2.30). It should be noted that the CPM score alone does not offer an accurate representation of a company's competitive standing. Market trends, customer preferences, and regulatory

challenges are all factors that influence a company's performance. As a result, firms should use the CPM in conjunction with other strategic tools to make informed decisions about their competitive strategy. To that purpose, this study used additional studies as well as other strategic tools (David and David 2017).

4. Problem and Issues Identified for Perpetual Help Medical Center (PHMC) Polysomnography Unit
4.1 Growth and Development

Given the expense of equipment, manpower, and overhead expenditures like as rent, utilities, and consumables, the cost of running a polysomnography unit can be high. This can impact the unit's profitability as well as its capacity to invest in new technologies and services. The expense of growing and developing a polysomnography unit might be a substantial barrier. There are several costs associated with running a polysomnography unit, including (1) equipment costs, as polysomnography necessitates specialist equipment such as EEG machines, ECG machines, and respiration monitors. These costs might build up and have an influence on the unit's profitability. (4) Insurance and liability expenses - Liability insurance for polysomnography units may be required, which might be costly. Malpractice insurance might be expensive as well. (5) Marketing and advertising expenses that the Polysomnography units may incur in order to enhance awareness of their services and attract new patients. There might be an extra cost. Finally, (6) regulatory compliance expenses, which are incurred when Polysomnography units must adhere to different norms and standards, such as those established by regulatory organizations. Achieving these criteria may necessitate additional resources and costs.

Polysomnography units may need to investigate different cost-cutting techniques, including as improving staff scheduling and productivity, negotiating cheaper pricing for equipment and supplies, and using technology to expedite operations, to control the cost component. Moreover, units may need to investigate other reimbursement models and payment choices, such as fee-for-service, capitation, or value-based payment models, to maintain financial sustainability.

According to collaborative discussions, the PHMC Polysomnography Unit would be challenged to overcome the issues mentioned, particularly those related to regulatory and compliance, and to implement a comprehensive strategic approach that builds compliance through intensive marketing strategies, human resources, and an updated technology system.

4.2. Service and Quality Issues
There are various service concerns that might emerge in a polysomnography unit, including equipment faults and insufficient staffing, which can contribute to poor customer service.

4.2.1. Equipment malfunctions
Polysomnography necessitates the use of specialist equipment such EEG machines, EOG machines, EMG devices, and respiration monitors. If any of these equipment fails, the accuracy of the test findings may suffer, leading to delays in detecting sleep problems.

4.2.2. Inadequate staffing
To operate the equipment, monitor the patient's sleep, and analyze the results, a polysomnography unit requires competent personnel. Patients may face scheduling delays or longer wait times if there are not enough technicians to manage the volume.

4.2.3. Inadequate facilities

To establish a sleep-friendly environment, the polysomnography unit should be outfitted with comfortable mattresses, suitable lighting, and soundproofing. If the facilities are subpar, the accuracy of the test results will suffer, as will patient discomfort.

4.2.4. Inadequate follow-up

Following the test, patients should be contacted by their doctor as soon as possible to discuss the results and any required therapy. Patients may develop worry or ambiguity regarding their condition if their follow-up is delayed.

4.3 Customer

The following concerns are summarized based on the group discussion that was conducted for this study.
a.   Service expectations are not met or not exceeded.
b.   No consistency and continuity in relationship manager performance.
c.   No real-time and complete information available specially through online.
d.   Stigma among the patients
e.   Communication – Time commitment of customers

To address the issue of high running costs, the PHMC Polysomnography unit is contemplating leasing a second unit to serve as a backup machine in the event that the first machine fails. It would be less expensive this way, and it would also solve the problem of the primary machine malfunctioning. According to the group discussion, effective employee training, the incorporation of online forms for adequate customer handling, and the implementation of suitable rules and processes would solve the other highlighted difficulties.

5. Proposed Business Plan
A.   **Executive Summary**
B.   **Our Business**

Vision

To be the premier polysomnography unit in providing high-quality diagnostic and therapeutic services to individuals suffering from sleep disorders.

Mission

To provide accurate and dependable diagnostic and treatment services for patients with sleep disorders, utilizing cutting-edge technology and evidence-based procedures, while remaining patient-centered and promoting a culture of continual development and education.

Goals/Objectives

1.   To offer comprehensive diagnostic services for patients with sleep disorders, including polysomnography, multiple sleep latency testing, and home sleep apnea testing.
2.   To provide effective and evidence-based treatment options for patients with sleep disorders, including continuous positive airway pressure (CPAP) therapy, positional therapy, and oral appliance therapy.
3.   To maintain high standards of patient care, safety, and confidentiality throughout all aspects of the polysomnography unit's operations.
4.   To ensure that all staff members are highly trained and competent in delivering services and are up-to-date with the latest advancements in polysomnography and sleep medicine.

5.   To collaborate with other healthcare professionals to promote awareness of sleep disorders and improve the diagnosis and management of patients with sleep-related issues.

6.   To continuously evaluate and improve the quality of services provided by the polysomnography unit through the use of patient feedback and outcome measures.

Projected Income Statements

The projected financial performance of Perpetual Help Medical Center Polysomnography Unit is illustrated on Figure D.0.

Figure D.0

Budgeted Statement of Financial Performance For the period of 3 years			
	Year 1	Year 2	Year 3
Sales	3,360,000	4,704,000	6,585,600
(Cost of Sales)	(1,833,943)	(2,563,221)	(3,575,034)
Gross Profit	1,526,057	2,140,779	3,010,566
(Operating Expense)*	(183,394)	(256,322)	(357,503)
Operating Income / EBIT	1,342,663	1,884,457	2,653,063
Tax (10%)**	134,266	188,446	265,306
Net Income after tax	**1,208,396**	**1,696,011**	**2,387,757**

* Estimated at 10% of COS

**Tax followed for Non-Profit Proprietary Educational Institution and Hospitals

PHMC PSG Unit shows a 40% increase on Net Income from year 1 to year 2 while an increase of 41% from year 2 to year 3. The minimum growth rate of 40% is really commendable and shows that the unit is performing very well in terms of its operations.

CONCLUSIONS

The research findings concentrate on the Perpetual Help Medical Center Polysomnography Unit, examining external and internal factors and identifying prospective development and profitability measures.

The EFE matrix score of 2.78 indicates that the unit faces a slight threat but has a high profit potential due to improvements in health care programs, better socioeconomic position of individuals, and demography. The IFE matrix score of 3.05 indicates that the unit is competitive in an unusual sort of service and should pursue competitive tactics.

The SWOT and TOWS study led in measures such as increased marketing campaigns, computerization, improved staff relations, the acquisition of low-cost devices, and the hiring of more competent respiratory therapists. With an axis of, the SPACE matrix encourages adopting competitive strategies (0.90,-1.04). The Internal-External matrix produced quadrant IV (axis 3.05,2.78), indicating that the PHMC PSG Unit should prioritize growth and development.

According to the QSPM, market penetration (4.69) should take precedence over market development (4.61). (4.51). The research emphasizes the presence of highly skilled and competent respiratory therapists and employees, with the goal of making the unit customer-

friendly and providing excellent service to separate it from its rivals. The expanding population in the area expands the potential market, resulting in increased income and profitability. The primary and secondary target audiences are the people of Binan and the people of Barangay Sto. Nino and its surrounding cities and municipalities.

Profitability analysis reveals that the PHMC PSG Unit has an average annual operating margin ratio of 40% and is expected to pay for itself in as little as 1 year and 6 months. The PHMC PSG Unit will be clearly profitable at the conclusion of each year of operations, with net income after tax of P1.2M for the first year, P1.6M for the second year, and P2.3M for the third year.

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