

Case Study: Chapter 13 - Management Development for an Urban Hospital

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Introduction

Due to the recent changes and turmoil in the healthcare industry, it has been decided by the hospital's executives and top managers to relocate the hospital to a new facility. This comes out of the concerns for the hospital's financial stabilization and the care of existing and future clients. In addition to the move, the hospital will use a new computer system that is designed to improve the overall efficiency of the hospital.

This case study proposes the idea of training for the managerial staff during this transitional process to a new facility. We will discuss the type of development, how we would assess the needs for the training, what our primary focus will be, and what challenges we can expect during the duration management development.

Management Development

The first question is, "If you are part of this top management team, do you think it is a good idea to offer management training at this time?" In order for the hospital to continue meeting the needs of their clients in the new facility and be competitive in their new environment, we believe that it would be in the best interest of the hospital to provide managerial development through leadership training and action learning experiences. The management development program must align with the organization's strategic plan by providing managers training through multiple styles. This program would provide managers with leadership training through a classroom-like setting along with action learning through small group discussions and, job-related projects through action learning. A combination of leadership training and action learning will help the hospital achieve its goal of becoming a competitive hospital with an innovative new computer system.

Leadership training will be designed to help managers gain substantial and practical knowledge required for their role in leadership (Sonnino, 2013). This will help employees better understand their roles within the hospital and develop an understanding of information such as health law, managing team dynamics and performance, strategic planning, and communication. Some of the information will be a refresher for the managers, but we believe this would be beneficial with the upcoming move to a new facility and change in computer system since this will be a pivotal time for the hospital.

Action learning will provide a chance for managers to come together to bring about change within the organization. These small groups will allow managers to expose real difficult situations, provide support through discussion, and challenge each other to find a solution to their situation (Doyle, 2014). Through discussions, managers will be able to get to know more about what each other's groups do for the hospital, while also seeing how they are connected to the overall mission of the hospital. This planning will allow for the managers to work strategically to improve the day-to-day roles and responsibilities of their employees. Discussing these difficult topics will hopefully create unity, commitment, and ownership among the managers.

We expect the outcome of the management development to bring awareness to situations that need to be reviewed during the hospital's transitional period to their new facility. If successful, the development process will provide managers with new insights and more efficient processes to the every day process within the hospital.

Training Assessment

The second question that was proposed is: "If so, where would you start?" The first step is to run a needs assessment test. This will ensure that what is done through management development training is aligned with the strategies and environment of the organization (Werner

& DeSimone, 2012). The needs assessment will start by looking at the organization as a whole, followed by employee and job title. This will ensure that employees are placed in the correct position that relates to their duties and their skills. Once this has been analyzed, the hospital will need to define who is a manager and should qualify for the management development training. It is essential that we get the correct people in these trainings

Followed by this, managers will be grouped based on their level and areas of focus. This will allow the training to be provided in a specific order that would best suit the interest of the hospital. The trainings will be provided first to the top management team, followed by department chairs and, administrators, and then work its way down to line-managers. The flow of order will affect the clinical care of clients. If a top-down approach does not happen, then there will be a disconnect between levels and lack of support (Swanwick & McKimm, 2011). The purpose of this order is to build up a culture of learning within the organization. With top-management being trained first, this will allow them to develop the new principles and strategies so they can demonstrate the concepts before the managers below them receive training (Busari, 2012).

Primary Focus

The third question the case study asked is: “What would be your focus?” Management development will allow managers to address the two main areas of concern. These are the external changes and the internal challenges that the organization will face as they move to the new facility. Externally, the hospital will be facing competition of hospitals that are new to their environment. The second area of concern is the hospital’s internal environment and the use of the new computer system that is expected to generate a more efficient process flow for the hospital.

Both changes and challenges will be addressed through leadership training class and action learning groups.

The leadership training will be designed to focus on the manager's role in the organization's strategic plan of moving to the new facility to better take care of their clients and their organization. This section of development will include a variety of business, personal, and leadership skills required for a manager to successfully lead their group (Hart, 2014). For example, a manager will have to be able to cast a vision to their team about how the changes align with the hospital's long-standing mission to serve the low-income neighborhoods with quality service regardless of the clients ability to pay. The training will also allow managers to develop their role as leaders by discussing the integration of the new computer system and taking existing programs and procedures to the next level. This discussion will overlap with the action learning phase of management development.

The action learning groups will focus on the operations of the hospital and will primarily look at how to use the new computer system to align with their current procedures. As mentioned earlier, action learning is discussing the difficult situations and strategizing on how to better improve the procedure. In order for action learning to be effective, all participants have to be involved in the discussions and prepared to help in building up a solution to the problem (Doyle, 2014). This is a chance for managers to speak up about real situations that they see in their day-to-day routine and how they can solve the problem. This could mean changing the flow of a current procedure. For example, adjustments might be made to rotation periods for doctors, the flow of communication of patient information, or other procedures pertaining to the hospital's operations. Action learning can also assist with the external environment, such as marketing the hospital through advertisement or promotions through supporting events.

Challenges

The final question asked: “What particular challenges would you expect to face as you moved into this new facility?” The main challenge that the hospital and its employees will face is change. The hospital is moving to a new and smaller facility and integrating a new computer system. Health care is expensive, and the need for improving quality of care within the shrinking resources that the hospital will have will make it a challenge to be competitive (Swanwick & McKimm, 2011). The new facility brings a new external environment for the hospital, which entails new competitors and new clients. Integrating a new computer system means that there will be a learning curve for the hospital’s employees in understanding the system and any procedural changes that might come from the action learning groups. These challenges underscore why it is important to have management development start in the beginning stages of the transitional period to the new environment.

Challenges that management development will face include the involvement, commitment, and communication from the managers. Health care isn’t provided by individuals; instead it is provided by a group of individuals and an organization whose operations are working together in unity (Swanwick & McKimm, 2011). The managers need to be involved and committed to the trainings in order to help the hospital make improvements to their operations, so they can assist their employees in providing efficient clinical care to their clients. Meeting as a group and discussing the changes needed to the operation will make sure that all affected groups have input in the change. Once changes are decided, the challenge that the hospital could face is clear communication of the changes to the employees. Each employee needs to understand the pathways and procedures of care and how to work with the new system to benefit the care of their clients.

Conclusion

In conclusion, engagement from management is not an option, but a professional obligation. Managers must go through management development to develop their leadership skills and to evaluate the operational hospital procedures. The management development program should not be seen as a finished product, but as an ongoing process working for the good of their employees, their clients, and for the hospital (Werner & DeSimone, 2012).

Resources:

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