

The next morning, 5 of the business office employees participating in the study were absent. On the following day, 10 employees were absent. Concerned, Smith sought to find reasons for the absenteeism by calling her absent employees. Each related basically the same story. Each was nervous, tense, and physically tired after being a “guinea pig” during the 2 days of preliminary observation. One told Smith that his physician had advised him to ask for a leave of absence if working conditions were not improved.

Shortly after the telephone calls, the head of the study team told Smith that if there were as many absences on the next day, then his team would have to delay the study. He stated that a scientific analysis would be impossible with 10 employees absent. Realizing that she would be held responsible for the failure of the study, Smith was very concerned.

Questions

1. What caused the reactions to the study?
2. Could these reactions have been predicted? How?
3. What steps should Smith take to get the study back on track?

Case Study 3

HSO Strategic Assessment

Assume that you are the CEO of a single HSO such as a hospital, nursing facility, or HMO. It may be an HSO in your present locale or elsewhere, although you must know some details about it. Use the strategic management model in Figure 9.2 as a guide to determine how you would conduct a strategic assessment, including external environmental analysis and internal environmental analysis.

Questions

1. Compile a list of situational analysis considerations (e.g., factors, items) that are relevant to the HSO selected.
2. Identify and describe past and present organizational strategies the HSO has implemented or is implementing.
3. Discuss the context in which the HSO made strategic choices. Use the list of aspects of context discussed in this chapter in your response.

Case Study 4

Closing Pediatrics

City Hospital has a pediatrics department with 35 beds. For the past several years, the occupancy has varied between 40% and 60%. There is a definite downward trend, but it appears to be stabilizing at about 45% occupancy. The low occupancy has caused a financial strain. Other area hospitals are experiencing similar situations. As a result, several hospitals have proposed forming a community task force to study the situation and determine whether one or more pediatric departments should be closed, thereby increasing occupancy for those remaining. It is hoped that this will reduce costs and increase quality.

Although this proposal may benefit the community as a whole, it raises questions for City Hospital. Among them is the effect on two objectives: to provide a full range of high-quality services and to offer a full range of graduate medical education, including residencies in pediatrics.

Questions