

As consolidation and related activities continue in the health care field, organizations and their executives will be under increased scrutiny. Executives must demonstrate, through their words and actions, that their business decisions are guided by professional ethics and a commitment to improving community health status.

QUESTIONS

1. How are these guidelines for the actions of senior-level managers in HSOs during consolidation, merger, acquisition, or affiliation decisions related to their roles as strategists, leaders, and organization designers?
2. Why is it important for senior-level managers in HSOs to have governance competence during consolidation, merger, acquisition, or affiliation activities?

CASE STUDY 4: A MANAGEMENT FUNCTION QUESTIONNAIRE

For each of the following items, circle the response that most accurately depicts the HSO/HS for which you currently work or one at which you previously worked. Support your rating with examples. If you have no experience in a HSO/HS, use any organization as a frame of reference.

	High				Low
1. <i>Culture</i> : how well the values and beliefs are communicated and understood by organization members.	1	2	3	4	
2. <i>Objectives</i> : how well organizational objectives are articulated by senior management and understood by members.	1	2	3	4	
3. <i>Planning</i> : how well management anticipates the future and plans for future activities.	1	2	3	4	
4. <i>Organizing</i> : whether organizational arrangements are rational and the extent of coordination and cooperation among units.	1	2	3	4	
5. <i>Staffing</i> : whether there are adequate personnel with appropriate skills.	1	2	3	4	
6. <i>Directing</i> : whether managers give guidance and clear instructions.	1	2	3	4	
7. <i>Motivating</i> : whether managers positively influence subordinates and facilitate effective behavior.	1	2	3	4	
8. <i>Communicating</i> : whether the content and flow of communication keeps employees informed.	1	2	3	4	
9. <i>Controlling</i> : whether control methods and systems are in place and operating properly.	1	2	3	4	
10. <i>Decision making</i> : whether major decisions by senior management are reasonable and well thought out.	1	2	3	4	

NOTES

1. Griffith, John R. *Can You Teach the Management Technology of Health Administration? A View of the 21st Century*. The Andrew Pattullo Lecture, the Association of University Programs in Health Administration, Washington, DC, June 1998.
2. Charns, Martin P., and Carol Ann Lockhart. "Work Design." In *Essentials of Health Care Management*, edited by Stephen M. Shortell and Arnold D. Kaluzny, 198-219. Albany, NY: Delmar Publishers, 1997.
3. Longest, Beaufort B., Jr. *Health Policymaking in the United States*, 2nd ed., 1-2. Chicago: Health Administration Press, 1998.