Assignment 1

Isabel L. Rodriguez

School of Advanced Technology, Algonquin College

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Prof. Sue McCaig

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Abstract

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Dr. Grant faces individual, team and systematic challenges. On an individual level, Dr. Grant struggles with Ms. Downs' resistance to change and her lack of alignment with his goals. Furthermore, he has not accurately assessed the team's readiness for change and has set somewhat unrealistic objectives without a full understanding of the existing situation. To address these issues effectively, Dr. Grant needs to:

- Individual-Level Objective (SMART):
    - **Specific**: Improve his understanding of the current situation and gain the whole staff's support.
    - **Measurable:** Accurately assess staff readiness for change through feedback and observations.
    - **Achievable:** Actively engage with the team, seek their input, and conduct a thorough assessment of the hospital's situation.
    - **Relevant:** This objective aligns with Dr. Grant's leadership role and the hospital's commitment to quality patient care.
    - **Time-bound:** Achieve a better understanding of team dynamics within one month.

On a team level, problems with communication, organization, and staff preparedness are present. For instance, the staff absenteeism on the go-live day disrupted the new project implementation. Additionally, Ms. Downs' resistance to change may impact the team's overall workflow as she is a leader. Dr. Grant should aim to:

- Team-Level Objective (SMART):
    - **Specific**: Enhance team communication, organization, and support for change.
    - **Measurable**: Increase staff attendance and active participation during training sessions.

- ○ **Achievable:** Provide comprehensive training, establish clear expectations, and proactively address concerns.
- ○ **Relevant:** This objective is crucial for the successful implementation of change and ensuring a smooth workflow.
- ○ **Time-bound:** Achieve improved team workflow within two months.

At the systemic level, Kennedy Medical Center faces challenges related to overcrowding in the emergency department, frequent diversions, and long patient wait times. These systemic issues affect patient care quality, safety, and satisfaction. Dr. Grant should focus on:

- ● System-Level Objective (SMART):
  - ○ **Specific:** Reduce overcrowding, diversions, and patient wait times in the emergency department.
  - ○ **Measurable:** Decrease the number of diversions to other hospitals and reduce patient wait times by 20%.
  - ○ **Achievable:** Implement a complete and comprehensive strategy involving staff training, workflow redesign, and optimizing electronic registration for improved team communication.
  - ○ **Relevant:** This objective aligns with the hospital's mission of providing high-quality care.
  - ○ **Time-bound**: Achieve these improvements within six months.

To address the current situation effectively, Dr. Grant could have avoided it by conducting a thorough assessment of the hospital's emergency department before setting goals. This assessment should include a deep dive into patient flow, staffing, and current challenges.

Dr. Grant could have implemented the strategic problem-solving technique, where it is a management approach that integrates the strategic function of leadership involving goal and objective setting with the subsequent organizational action required to achieve the set objectives (Thompson,2020) . It includes the following steps

1. Define the problem

2. Set the overall objective

3. Conduct a root cause analysis

4. Generate alternative strategies to interventions

5. Perform a comparative analysis of alternatives

6. Select the best strategy and address its limitations

7. Develop an implementation plan and implement

8. Develop an evaluation plan and evaluate (Thompson, 2020)

Additionally, the leader needs to understand the work environment and levels of motivation among the staff, which can be done by informal interviews and using open-ended questions to learn about individuals' needs, perceptions, and values to motivate the staff to be on board with the changes (Thompson 2020).

Furthermore, when the goals and objectives are set, Dr. Grant should make sure it meets the next criteria: be aware of goals and know what must be done to attain them, accept goals as something that they are willing to work for and make goals specific and give feedback to individuals so that they can monitor their performance in relation to goals (Thomspon, 2020)

Dr. Grant's efforts to improve the staff's readiness for change should extend to their training program. This training should incorporate a coordination component, which involves considering three critical factors when assessing coordination needs within the organization: the interconnectedness of different organizational units, the level of task uncertainty, and the size of the organization (Thompson, 2020).

Programming approaches to coordination are valuable tools, particularly when dealing with programmable tasks, as these approaches standardize work processes, skills, and output (Thompson, 2020). However, in situations characterized by high uncertainty, programming alone may not be enough in facilitating the necessary coordination. Exchange of information and feedback is needed and since much clinical work is highly uncertain but much is also

predictable and routine, a combination of programming and feedback approaches to coordination yields more effective and efficient delivery of care (Thompson, 2020).

In conclusion, Dr. Grant could have taken an initial assessment of the emergency department, which would have allowed him to set realistic and achievable goals. Implementing a strategic problem-solving technique, such as defining the problem, setting clear objectives, and conducting root cause analyses, could have provided a structured path forward. Furthermore, understanding the work environment and staff motivation through informal interviews and open-ended questions would have enabled better staff engagement. Dr. Grant could have ensured that goals were well-defined, known, accepted, and specific, while providing continuous feedback to staff. Incorporating a coordination component into the staff training program, considering factors like interconnectedness, task uncertainty, and organization size, would have improved workflow. By adopting these strategies, Dr. Grant could have promoted a more supportive environment for change and better positioned himself to achieve his objectives, ultimately benefiting Kennedy Medical Center's emergency department and patient care outcomes.

References

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