

BASC_V 520 Shouldice CS

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Q1. Discuss the strategy of Shouldice Hospital and the reasons behind its success. (100 words or less)

- **Specializations:** Focused solely on hernia repairs, allowing mastery of the procedure with low recurrence rates (0.8%).
- **Efficiency:** Streamlined 45-minute surgeries and early patient mobility lead to faster recoveries.
- **Patient Experience:** Creates a community-like atmosphere, encouraging camaraderie and confidence among patients.
- **Word of Mouth Referrals:** High patient satisfaction eliminates the need for advertising.
- **Highly Skilled Staff:** Surgeons perform over 750 hernia surgeries annually, fostering unparalleled expertise.
- **Strong Culture:** A patient-first philosophy combined with a supportive environment ensures operational consistency and success.

Q2. Discuss the challenges and opportunities faced by Shouldice Hospital. (100 words or less)

Challenges:

- **Capacity Issues:** A growing backlog of over 2,400 patients and rising demand.
- **Staff Resistance:** Concerns about weekend surgeries and changes disrupting work-life balance.
- **Competition:** Imitators may dilute the Shouldice method's reputation.
- **Maintaining Quality:** Expansion risks losing the unique culture and service excellence.

Opportunities:

- **Expand Facilities:** Add more capacity to address the backlog.
- **New Locations:** Open branches in high-demand areas (e.g., the U.S., EU).
- **Diversify Services:** Introduce related treatments like varicose veins or colonoscopies.
- **Protect Brand:** Strengthen control over the Shouldice name and technique.

Balancing growth and quality is the key.

Q3. Recommend changes that you think Shouldice Hospital should make. Pick one of the following options: Saturday operations, expanding the hospital (adding a new wing), establishing a new hospital, "franchising" the Shouldice brand and method, or "other" (please be specific if you choose "other").

Shouldice Hospital should expand its current facility by adding a new wing. This expansion will address the growing backlog of patients while maintaining the hospital's high-quality care and unique culture. A larger facility allows for more surgeries without introducing weekend operations, which could harm staff morale, or branching out into risky franchising or new locations. By expanding where the hospital already thrives, Shouldice can leverage its existing

infrastructure and reputation. This option is scalable, cost-effective, and avoids the complications of managing operations across multiple sites, ensuring the hospital remains focused on its core strengths.

Q4. Briefly justify your response to the above question. (100 words or less)

Expanding the current facility is the most practical and sustainable option for Shouldice. It allows the hospital to meet rising demand without risking brand dilution or inconsistency that could arise from franchising or opening new locations. Unlike weekend operations, this approach respects staff morale and work-life balance, preserving the supportive team culture that drives success. Expansion within the existing site also leverages Shouldice's current expertise and infrastructure, minimizing costs and operational complexity. This controlled growth ensures the hospital continues to provide excellent care while adapting to its growing patient base.

Q5. Discuss how you would implement the changes you propose. (100 words or less)

The hospital should start by assessing the costs and timelines for the new wing. Feedback from surgeons, nurses, and administrators can help design the space to fit smoothly with current operations. New surgeons and staff should be hired and trained in the Shouldice method to keep care consistent. Construction should happen in phases to avoid disrupting daily work, and patient capacity can increase gradually. Open communication with staff and patients is key to keeping everyone informed and confident. Regular checks on performance and patient feedback will help ensure the expansion runs smoothly and meets expectations.