

# KT5: Assignment Rules

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# Simulation

- Read:  
<http://dspace.calstate.edu/bitstream/handle/10211.2/2955/RubinoLouis200113.pdf?sequence=1>
- The healthcare industry needs academia to produce managers who are ready, upon graduation, to utilize effective business techniques. To address this need, a simulation exercise has been developed involving the students' active participation in the day to day management of an integrated healthcare delivery system.
- The goal of this exercise is to combine theory with experiential learning.

The simulation uses a fictitious integrated delivery system (Lakeview Health Systems) comprised of an acute care hospital, its associated ambulatory clinic and home health agency, and a convalescent (skilled nursing) facility.

The adult student brings a variety of work and life experiences that should be incorporated into lesson plans. "Experiential learning is an attempt to make use of human experience as part of the learning process." Having students contribute to the learning environment with their own ideas about management and supervision will better prepare them for encounters with a variety of people during their careers.

# Simulation Objective

## ✓ Learning Objective

Students will have a unique experience, based on their personality traits, current skills, and past practices, as well as knowledge and psychological sophistication about self and groups.

The following is a list of the primary learning objectives and opportunities for the participants.

1. To gain greater clarity and understanding on their formal and informal role(s) in work groups.
2. To reflect on their thought processes and how it affects their interpersonal exchanges.
3. To observe their behaviors, thoughts, and feelings in a "safe" yet challenging setting.
4. To observe their behavior and gain clarity on their ability with respect to dealing with ambiguous situations.
5. To observe and experience group dynamics, and the influence of specific behaviors on group processes and decision making.

## ✓ Simulation Tasks

\*different than the paper

You are the CEO of the organization.

You will deliver the State of the Organization address and Debriefing.

The other personnel will be identified by me.

## Educational Preparation

To maximize learning, class members should be introduced to basic principles of intrapersonal processes and group dynamics prior to running the simulation. Specifically, on the intrapersonal side, participants can benefit from an understanding of their own thought processes and the influence of cognition on behavioral patterns. Students should also have exposure to role theory with respect to group development.

Prior education and experience in-group dynamics and role theory will facilitate learning. Students will be better able to observe dynamics and behaviors with greater awareness on the intrapersonal, interpersonal, small group, and large group levels. For example, by being aware of themselves and the group simultaneously, students can observe the different role functions they pick up throughout the progressive stages of a group's life.

CFO = Architect (INTJ-A), Low NFCC  
 DHR = Logician (INTP-A), Low NFCC  
 Chief of Staff = Debater (ENTP-A), Avg NFCC  
 COO = Protagonist (ENFJ-A), High NFCC  
 DBD = Logician (ISTJ-T), High NFCC  
 DPI = Executive (ESTJ-A), High NFCC  
 HHA = Advocate (INFJ-T), High NFCC  
 DN = Advocate (INFJ-T), High NFCC  
 Medical/Surgical Supervisor = Mediator (INFP-A), Avg NFCC  
 Medical Director = Consul (ESFJ-A)  
 Head Nurse = Commander (ENTJ-A), High NFCC  
 Director of Marketing = Entrepreneur (ESTP-A), Avg NFCC  
 BOM = Campaigner (ENFP-A), Avg NFCC

You will hire the rest. By hiring, you must say what their personality and NFCC level will be.

You can fire people.

Table 1: Lakeview Health Systems Job Positions

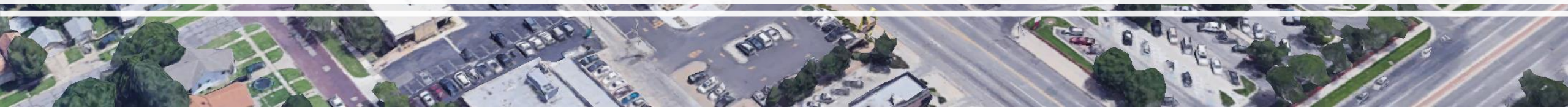
	<u>Title</u>	<u>Organization</u>
1.	Chief Executive Officer	Lakeview Health Systems
2.	Chief Financial Officer	Lakeview Health Systems
3.	Director of Human Resources	Lakeview Health Systems
4.	Administrator	Lakeview Memorial Hospital
5.	Chief of Staff	Lakeview Memorial Hospital
6.	Controller	Lakeview Memorial Hospital
7.	Chief Operating Officer	Lakeview Memorial Hospital
8.	Director of Business Development	Lakeview Memorial Hospital
9.	Director of Performance Improvement	Lakeview Memorial Hospital
10.	Home Health Administrator	Lakeview Memorial Hospital
11.	Rehabilitation Administrator	Lakeview Memorial Hospital
12.	Director of Nursing	Lakeview Memorial Hospital
13.	Medical/Surgical Supervisor	Lakeview Memorial Hospital
14.	Operating Room Supervisor	Lakeview Memorial Hospital
15.	Pediatric Clinical Director	Lakeview Memorial Hospital
16.	Maternity Clinical Director	Lakeview Memorial Hospital
17.	Administrator	Lakeview Clinic
18.	Medical Director	Lakeview Clinic
19.	Director of Nursing	Lakeview Clinic
20.	Head Nurse	Lakeview Clinic
21.	Controller	Lakeview Clinic
22.	Administrator	Lakeview Convalescent
23.	Medical Director	Lakeview Convalescent
24.	Director of Marketing	Lakeview Convalescent
25.	Director of Nursing	Lakeview Convalescent
26.	Assistant Administrator	Lakeview Convalescent
27.	Business Office Manager	Lakeview Convalescent

# Daily life of a healthcare administrator

- Read: <https://www.gehealthcare.com/long-article/a-day-in-the-life-of-a-hospital-administrator>



# Lakeview Health Systems





Lakeview Memorial Hospital = Wesley Medical Center

Wesley Medical Plaza = Lakeview Clinic

Wesley Birthcare Center = Lakeview Convalescent

# In a COVID-19 environment...

Table 2: Lakeview Health Systems Situations

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<u>Situation</u>	<u>Organization</u>
1. Quality improvement effort	System-wide
2. Net revenue drop	System-wide
3. Rumors about sale	System-wide
4. Payer mix change	System-wide
5. Length of stay increase	Lakeview Memorial Hospital
6. Home health self referrals	Lakeview Memorial Hospital
7. Inconsistent budget reporting	Lakeview Memorial Hospital
8. Fiscal accountability lacking	Lakeview Memorial Hospital
9. Poor information reports	Lakeview Memorial Hospital
10. Surgery competition	Lakeview Memorial Hospital/Clinic
11. Conflict over rehab patients	Lakeview Memorial Hospital/Convalescent
12. Pay scale discrepancies	Lakeview Memorial Hospital/Convalescent
13. Possible clinic divestiture	Lakeview Clinic
14. Staffing problems	Lakeview Clinic
15. Sexual harassment	Lakeview Clinic
16. Medical waste disposal	Lakeview Clinic
17. Drop in referrals	Lakeview Clinic
18. Upcoding	Lakeview Clinic
19. Poor reputation/image	Lakeview Convalescent
20. Health code violations	Lakeview Convalescent
21. Nursing care deficiencies	Lakeview Convalescent
22. Admissions decline	Lakeview Convalescent
23. Upgrading of facility	Lakeview Convalescent
24. Unanticipated deaths	Lakeview Convalescent
25. Recruitment of nurses	Lakeview Convalescent
26. Assisted living competition	Lakeview Convalescent

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What's the problem statement?



# Health Care Management: Organization Design & Behavior

- Chapter 3
  - p. 68 – 90
  - p. 74 (continuum of organization structures)
  - p. 75 & 78 (structure examples)
  - p. 79 (line and staff positions, integrated delivery systems)
  - p. 80 (centralization and decentralization)

# Swarm Learning: Teaching Students How To Think, Not What To Think

- Chapter 7
  - p. 96-97 (Sense)
  - Tools: Affinity Diagram, Problem Framing, 5-Why, Key Assumption Check, Cynefin Framework, Problem Restatement, Pre-Mortem Analysis, Cultural Perception Framework
- Chapter 3
  - p. 54-55 (G. Polya's Problem-Solving)
- Chapter 2
  - p. 43-45 (Cynefin framework)
- Chapter 1
  - p. 18-19 (Simplification Triangle)

# Red Team Handbook

- Free PDF:

[https://usacac.army.mil/sites/default/files/documents/ufmcs/The\\_Red\\_Team\\_Handbook.pdf](https://usacac.army.mil/sites/default/files/documents/ufmcs/The_Red_Team_Handbook.pdf)

- Tools:

- 5-Why (p. 81), Key Assumption Check (p. 163), Problem Restatement (p. 175), Pre-Mortem Analysis (p. 173), Cultural Perception Framework (p. 122)

# SMEAC

- **Situation** (current reality): In an ongoing COVID-19 environment, the following issues are taking place at your hospital system.

Table 2: Lakeview Health Systems Situations

<u>Situation</u>	<u>Organization</u>
1. Quality improvement effort	System-wide
2. Net revenue drop	System-wide
3. Rumors about sale	System-wide
4. Payer mix change	System-wide
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# SMEAC

- **Mission** (the objective or the intent): You are the CEO of this hospital system. Your goal is to put together a plan to address each of these issues.  
\*Don't forget to complete your COVID-19 Contact Tracer Certification as well.
- **Execution** (the “How” or the plan): For KT5, you are to do the following:
  - Hire (assign personality scores and NFCC) to the vacant positions.
  - In Plectica, create a list of each position, research and list the duty description for each, and provide rationale for why you hired someone with the specific score.
  - In your Plectica map, conduct the Pre-Mortem Analysis, Cultural Perception Framework, and one or two more of your choosing.
  - In Plectica, identify (and map out each position) how you will structure your organization. Provide rationale for your desired structure.
  - Complete the SurveyMonkey here: <https://www.surveymonkey.com/r/S9KZYQH>
  - More to follow in KT6.

# SMEAC

- **Administration** (what you will need to execute the plan): You will need access to Plectica, the Red Team Handbook, and both textbooks.
- **Communication**: You are tasked with the completion of this assignment, posting your Plectica map in the WordPress site (and Facebook Group – not required), commenting on at least two other student posts, completing the SurveyMonkey, and e-mailing your Contact Tracer certificate to Dr. Schwandt.
  - [jrschwandt@fhsu.edu](mailto:jrschwandt@fhsu.edu)
  - Don't forget the survey: <https://www.surveymonkey.com/r/S9KZYQH>