KT6: Assignment Rules

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SL App https://bit.ly/2REYSmP

Simulation

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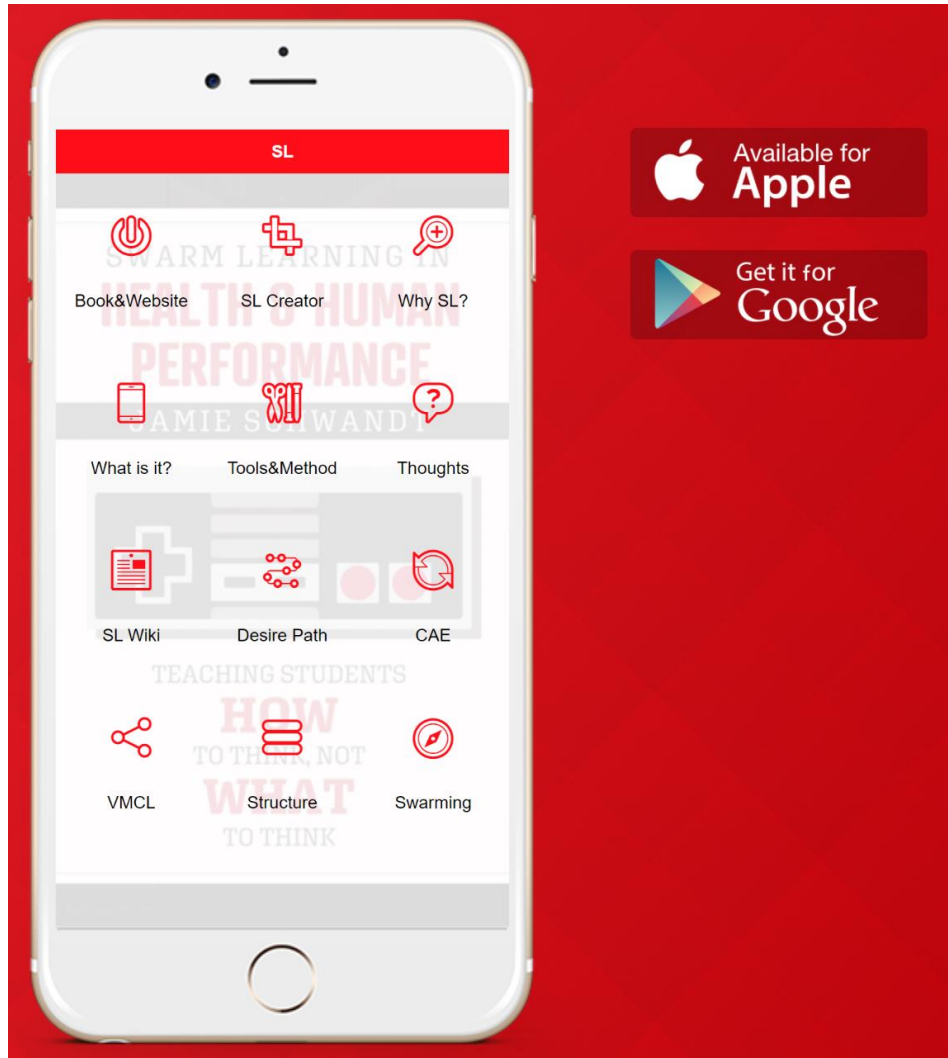
- The healthcare industry needs academia to produce managers who are ready, upon graduation, to utilize effective business techniques. To address this need, a simulation exercise has been developed involving the students' active participation in the day to day management of an integrated healthcare delivery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

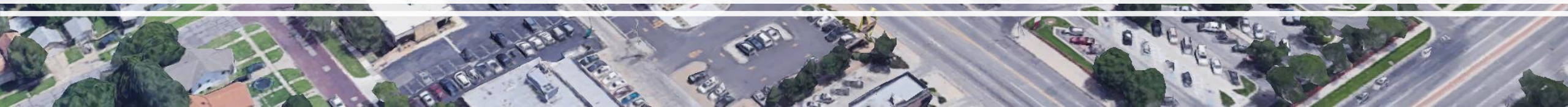|	Title	Organization
1.	Chief Executive Officer	Lakeview Health Systems
2.	Chief Financial Officer	Lakeview Health Systems
3.	Director of Human Resources	Lakeview Health Systems
4.	Administrator	Lakeview Memorial Hospital
5.	Chief of Staff	Lakeview Memorial Hospital
6.	Controller	Lakeview Memorial Hospital
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

Health Care Management: Organization Design & Behavior

- Chapter 2
  - p. 40 – 42 (The Eight-Step Strategic Problem Solving Process) Read
- Chapter 9
  - p. 251 – 263 (Improving Quality in Health Care Organizations) Skim
  - P. 271 – 272 (Creating High-Performance Health Care Organizations) Read
- Chapter 10
  - p. 291 – 301 (Strategic Thinking) Skim
  - P. 304 – 312 (Tools and Methods) Skim
- Chapter 12
  - p. 347 – 373 (Health Policy and Regulation) Read
- Chapter 13
  - p. 380 – 393 (Health Information Systems and Strategy) Skim

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

- Chapter 1.1 (CAE) p.8 – 9 Read
- Chapter 1.4 (Logic Model) p. 12 – 17 Skim
- Chapter 1.6 (Simplification Triangle) p. 18 – 19 Read
- Chapter 1.9 (Swarm Question Canvas) p. 22 – 23 Read
- Chapter 2.5 (Swarm Transfer Triangle) p. 37 – 38 Read
- Chapter 2 (Guiding Questions and Cognitive Jigs) p. 41 Read
- Chapter 2 (Cynefin Framework) p. 43 – 45 Read
- Chapter 3 (VMCL) p. 48 – 51 Skim
- Chapter 4.2 (Narrative-Driven Questions and Context Action Outcome) p. 62 – 63
- Chapter 5.3 (OKR) p. 75 – 76

SMEAC

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

Table 2: Lakeview Health Systems Situations

	Situation	Organization
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

Determine one overarching problem that connects them all or pick one or two problems listed.

SMEAC

- **<u>Mission</u>** (the objective or the intent): You are the CEO of this hospital system. Your goal is to put together a plan to address the question (or questions) you determined to be the primary problem(s) on the previous page.

- **<u>Execution</u>** (the "How" or the plan): For KT6, you are to do the following:
  - In Plectica, create a presentation using the eight-step strategic problem solving process (keep in mind the rationale and structure you used and the personalities you hired from KT5).
  - In your plan, you must identify and address the important rules and regulations (Chapter 12) that impact your key problem(s).
  - Complete the SurveyMonkey here:
  https://www.surveymonkey.com/r/V7GDHKT

SMEAC

- **Administration** (what you will need to execute the plan): You will need access to Plectica 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 (if you have not done so already).
  - jrschwandt@fhsu.edu

  - Don't forget the survey: https://www.surveymonkey.com/r/V7GDHKT