

1.Problem
Lack of Accountable Leadership. In the absence of a accountable persons in the administration, the ship is going to steer off course and it will undeniably crash against the rocks. All the factors leading to the demise of Lakeview system reputation and profitability can be attributed to poor and confused leadership.

2. Objective
Since the organizational structure i set for Lakeview healthcare system requires that major decisions flow from the top administrators, then getting the right people in the right position is bound to correct or at least alleviate the weight of the issues that are being faced by the hospital system. I propose a transparent leadership that is firm in its decisions and accountable for its actions. This require people at the top who appreciate constructive feedback and act on it.

SMART objective
Set key performance indicators that should be achieved within a set amount of time across all levels in the hospital, clinic and convalescence center. These include the following: Accurate budget reports for the coming year and the prior one. Limiting length of stay to a preset period depending on the type of surgery or procedure and depending on the condition of the patient. Make sure information reports that are submitted are accurate by employing a 3rd party firm to review the data presented. Employ an independent accounting company to supervise and audit the accounting issues that are plaguing the hospital. Ensure all hospital departments and convalescence unit are adequately staffed with a sufficient number of nurses that possess clinical knowledge and experience. Adjust Payroll amounts for hospital employees in such a way that the salary that is reimbursed reflects the grade and experience of the employee in question. Ensure that procedures performed get coded appropriately by the medical coder through careful auditing.

8 Step Strategic Problem solving process for Lakeview Healthcare system
Reading done
Survey for KT6 completed

3.Root Cause Analysis
Identifying the reason why the Leadership is failing miserably in running Lakeview healthcare system. Able to concretely point out to where things are going wrong will necessitate oversight by a third part auditing company that will review the financial accounts of the hospital.
The presence of a board of Trustees would also ensure that the leaders on the top including the CEO, COO, Chief of Staff and CFO are accountable for their actions and their executive decisions.

4. Alternative interventions
1. Replace the leadership roles with competent individuals that can lead the hospital out of this mess.
2.Sell the Lakeview health system to another managing company since the losses incurred can not be overcome easily
3. Employing a third party independent company to oversee the leadership role and to act as an auditor for the financial and accounting procedures that are being employed.
4. Recruiting a Board of Trustees who will expect a clear executive plan as to how the different components of Lakeview healthcare will be run and holding the leadership roles accountable for their actions and decisions

6. Best intervention and explain why
The best intervention is a combination of alternative 3 and 4 whereby a third party independent company is recruited to supervise the work being done with careful auditing of all the financial and accounting practices employed. This is combined with the introduction of a senior and experienced board of trustees that will act as an oversight board and will set key performance indicators for the leaders on top to abide by and to follow. This will ensure accountability and will allow a better control on the direction and role of Lakeview in the future to come.

7. Implementation plan
This can be easily achieved by employing an Auditing firm with an excellent track record and an unquestionable work ethic. As for the board of trustees, it should be composed of senior individuals who have vast amount of experience on the healthcare and regulatory field.

8.Evaluation plan
Ensure that budget report are prepared on time and that there are no financial loopholes present by a careful audit system.
Ensure that patients are offered the best care possible by adopting the latest healthcare innovation technologies present.
Listen to their employees through regular meetings with the administration in an effort to improve their work conditions and provide them with the back up that is required to perform their duties.
Evaluate the leadership positions on term by term basis by setting up key performance indicators that should be achieved.

5. Comparative analysis of Alternatives
1. This might result in improvement in work quality and productivity but will necessitate careful selection of a new leadership. This is time consuming and does not guarantee that the new individuals recruited will lead to a measurable change.
2. This is considered a last resort option and should not be considered initially. Bailing out and selling Lakeview will result in minimal profits and is a form of Damage control strategy to the owners.
3. This is an extremely attractive option but will require the selection of a management firm that has experience in dealing with similar conditions. It is not ver cost effective since it will include extra expenses for the recruited auditing firm.
4. This is also a plausible option since it will make the leadership position accountable and would apply pressure for them to deliver results and perform better.