

Saturday 29 April

TIME MORNING SESSION 1
CLASS FOCUS STRATEGY in HEALTH CARE
FACULTY JON CHILINGERIAN

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- *Preparatory Reading: "Shouldice Hospital from Interviews and Observation: The Well Managed Hospital" By Chilingerman, et alia*
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DESCRIPTION OF SESSION



The SHOULDICE Case provides an illustration of a hospital with an operating concept and service delivery system that produces good results for patients, is a good place to work for physicians and nurses, and provides a more efficient alternative to the general hospital.

I visited the hospital in the 1980s, again in 2016 and with recent interviews in 2022. It can be argued that Shouldice cared for patients better than most hospitals without altering its operating and competitive strategy.

Healthcare organizations are under pressure to continually improve quality, efficiency, and patient experience. And only a handful of health organizations have been able to offer outstanding patient experience, and superb clinical outcomes while offering lower costs. One of the most successful strategies for achieving all three goals is called focused clinics. We will talk about how to develop a strategy of focus with a conceptual framework called the strategic service vision.

This topic introduces the theory and practice of focused clinics. The ideas that underlie a focused clinic model are from the strategic and process improvement perspectives. A strategic service vision is comprised of four elements: (1) targeted patient market segments, (2) well-defined service concepts defined in terms of results positioned in relation to needs, (3) operating strategies focused on organization, quality, coordination, relationships, policies, and practices that leverage value, and (4) service delivery that works well with the operating strategies. Can health care organizations develop strategic service visions?

Shouldice is a well-managed social organization whose business strategy, agility, and performance is driven by a unique organization and team-based culture. The plant concept is aligned with an operating strategy focused on (1) a human resource strategy, (2) a team-based approach, and (3) innovative management practices. Specialized healthcare clinics (i.e., focused clinics) may play a more important role in the future of health care and can be developed in most countries today.

READINGS AND ASSIGNMENTS