

SHOULDICE QUESTIONS

Advance team preparation: Read *Shouldice Hospital from Interview and Observation: The Well Managed Organization*. Prepare the questions below. One team will take the lead on the questions everyone should be able to answer the questions. Take 8-10 minutes.

GROUP 1: How successful is Shouldice? What is the evidence? How do you account for its performance from 1945 to today? (pp 5-9,32-33,44-46, 76, 80-81, 104-105,)

GROUP 2: What do we learn from the literature review? What is the history of Shouldice and its evolution as a service? What was the role of leadership? (pp13-20, 26-32)

GROUP 3: In health services, there are two markets: external and internal. Describe the targeted patient and employee segments. Who goes to Shouldice for care? (*use the Heskett article on the service sector*)? How would you describe the Shouldice Hospital service concept? Is it well-defined? What is their operating strategy? Is it “focused”? How is value leveraged over the cost? What mechanisms do they use? (Eg., standardizing versus customizing; easily leveraged services; managing supply and demands; quality control; from caring to co-producing--involving the patient/customer; effective use of data.. etc). Why is cost control difficult in health care? How does Shouldice lower its operating costs? (pp 47-74)

GROUP 4: Describe the Shouldice care process and Shouldice surgical method. How is this supported by other elements of their service vision? Why is quality control so difficult in organizations that offer “high contact” services? How is quality controlled at Shouldice? Describe the organizational structure (formal architecture). What is the role of formal structure? How is coordination achieved? (pp33-44, 52-61)

GROUP 5: Describe the care program, culture, and motivating environment. What is the cultural paradigm? How are the climate and culture enacted? How does culture influence behavior? (pp 62, 106-110)

GROUP 6: What is the value proposition for patients? What is the value proposition for caregivers and employees? What is the value proposition for the firm? Do management practices and leadership matter? (pp74-76, 94-103, 104-105, 110-113)