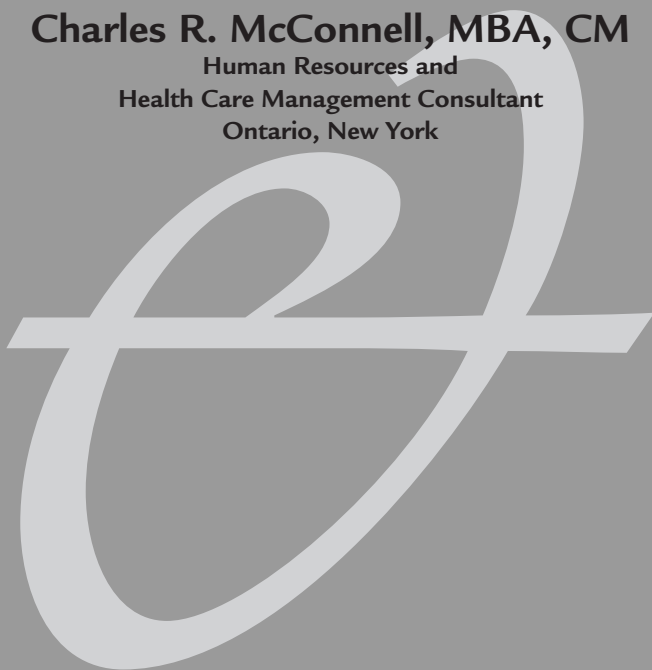


S E C O N D E D I T I O N

CASE STUDIES IN HEALTH CARE SUPERVISION

Charles R. McConnell, MBA, CM
Human Resources and
Health Care Management Consultant
Ontario, New York



JONES AND BARTLETT PUBLISHERS

Sudbury, Massachusetts

BOSTON TORONTO LONDON SINGAPORE

World Headquarters

Jones and Bartlett Publishers
40 Tall Pine Drive
Sudbury, MA 01776
978-443-5000
info@jbpub.com
www.jbpub.com

Jones and Bartlett Publishers Canada
6339 Ormindale Way
Mississauga, Ontario L5V 1J2
Canada

Jones and Bartlett Publishers International
Barb House, Barb Mews
London W6 7PA
United Kingdom

Jones and Bartlett's books and products are available through most bookstores and online booksellers. To contact Jones and Bartlett Publishers directly, call 800-832-0034, fax 978-443-8000, or visit our website, www.jbpub.com.

Substantial discounts on bulk quantities of Jones and Bartlett's publications are available to corporations, professional associations, and other qualified organizations. For details and specific discount information, contact the special sales department at Jones and Bartlett via the above contact information or send an email to specialsales@jbpub.com.

Copyright © 2011 by Jones and Bartlett Publishers, LLC

All rights reserved. No part of the material protected by this copyright may be reproduced or utilized in any form, electronic or mechanical, including photocopying, recording, or by any information storage and retrieval system, without written permission from the copyright owner.

This publication is designed to provide accurate and authoritative information in regard to the Subject Matter covered. It is sold with the understanding that the publisher is not engaged in rendering legal, accounting, or other professional service. If legal advice or other expert assistance is required, the service of a competent professional person should be sought.

Production Credits

Publisher: Michael Brown
Editorial Assistant: Catie Heverling
Editorial Assistant: Teresa Reilly
Senior Production Editor: Tracey Chapman
Senior Marketing Manager: Sophie Fleck
Manufacturing and Inventory Control Supervisor: Amy Bacus
Composition: DSCS/Absolute Service, Inc.
Cover Design: Kristin E. Parker
Cover Image: © Sebastian Kaulitzki/Dreamstime.com; © Terry Chan/Shutterstock, Inc.; © Daemys/Shutterstock, Inc.; © 3d_kot/Shutterstock, Inc.; © monarx3d/Shutterstock, Inc.
Printing and Binding: Malloy, Inc.
Cover Printing: Malloy, Inc.

Library of Congress Cataloging-in-Publication Data

McConnell, Charles R.

Case studies in health care supervision / by Charles R. McConnell. — 2nd ed.
p. ; cm.

Includes bibliographical references and index.

ISBN-13: 978-0-7637-6619-1 (pbk.)

ISBN-10: 0-7637-6619-4 (pbk.)

1. Health facilities—Personnel management—Case studies. I. Title.

[DNLM: 1. Health Facility Administrators—organization & administration. 2. Health Services Administration.

3. Personnel Management—methods. 4. Problems and Exercises. WX 18.2 M478c 2009]

RA971.35.M276 2009

362.1068'3—dc22

6048

2009026089

Printed in the United States of America

13 12 11 10 09 10 9 8 7 6 5 4 3 2 1

TABLE OF CONTENTS



Preface xi
About the Author xiii

PART I INTRODUCTION 1

Chapter 1 This Book and How to Use It 3

Why This Book? 3
Using This Book 3
 Individual Study 3
 Small-Group Activity 4
 Supervisory or Management Development Classes 5
One More Training Tool 5
The Case Study Approach: Use and Value 6
The Lone Shortcoming 7

Chapter 2 The Manager and the Task 9

Fitting the Management Role 9
 Basic Qualifications 9
 Education in the “Middle” Qualifications 10
 A Few Pertinent Questions 10
 The Manager’s Two Hats 11
 Every Manager as a Professional Manager 12
 False Distinctions and the Labeling Trap 13
 Authority: A Critical Element 13
 Behavior Versus Treatment 14
 Communication Initiative 15
 Some Indicators of Professionalism 16

iv *Table of Contents*

The Supervisor's Essential Qualities: Both of Them	16
Just Two?	16
Courage	17
Compassion	17
The Balancing Act	18

Chapter 3 The Topics and the Case Study Method 21

What's Important to the Manager?	21
The Topics	22
Authority	22
Change Management	23
Communication	23
Criticism and Discipline	23
Decision Making	23
Delegation	23
Employee Problems and Problem Employees	23
General Management Practice	24
Hiring and Placement	24
Labor Relations	24
Leadership	24
Meeting Leadership	24
Methods Improvement	24
Motivation	24
Rules and Policies	24
Time Management and Personal Effectiveness	25
Categorizing the Cases	25
The Responses	25
Making the Case Method a Habit	27
Not the Real World, but a Little Closer	27
A Healthy Problem-Solving Outlook	27
Summary: Using Case Studies and Why	28

PART II CASES 31

Case 1—More Help Needed—Now!	33
Case 2—Up from the Ranks	34
Case 3—The Silent Group	35
Case 4—The Repeat Offender	36

Case 5—A Good Employee?	38
Case 6—The Clinging Vine	40
Case 7—The Inherited Problem	41
Case 8—The Well-Entrenched Employee	43
Case 9—The Sensitive Employee	45
Case 10—The Enemy Camps	47
Case 11—The Turnaround Challenge	49
Case 12—One Person’s Word Against Another’s	51
Case 13—The Grouchy Receptionist	53
Case 14—What’s the Truth?	55
Case 15—In a Rut	57
Case 16—The Up-and-Down Performer	59
Case 17—I’ll Get Around To It	61
Case 18—The Alternate Day Off	62
Case 19—If You Want Things Done Well. . .	63
Case 20—Sixty Minutes or Less	65
Case 21—Is It Insubordination?	66
Case 22—Get Back With You in a Minute	68
Case 23—The Delegated Digging	70
Case 24—The Second Chance	72
Case 25—The Bungled Assignment	73
Case 26—It Isn’t in the Job Description	75
Case 27—Delayed Change of Command	76
Case 28—The Tight Deadline	77
Case 29—Ten Minutes to Spare?	79
Case 30—Assignment and Reassignment	81
Case 31—The Unrequested Information	83
Case 32—Did He Have It Coming?	84
Case 33—It’s His Job, Not Mine	85
Case 34—I Used to Run This Unit	86
Case 35—Your Word Against the Boss’s	87
Case 36—You’re the Boss	88
Case 37—The New Broom	89
Case 38—No Better Than I Used to Be?	91
Case 39—The Incompatible Employees	93

vi *Table of Contents*

Case 40—Where Does the Time Go?	94
Case 41—Sylvia’s Choice	96
Case 42—Ultimatum	98
Case 43—To Motivate the Unmovable	99
Case 44—Who’s the Boss?	101
Case 45—But I’m Really Sick!	103
Case 46—All That Empowerment Jazz	104
Case 47—Why Doesn’t Anyone Tell Me?	105
Case 48—The Dedicated Hip-Shooter	107
Case 49—The Paperwork Simply Isn’t Important	108
Case 50—Why Should I Always Go the Extra Mile?	110
Case 51—Don’t Tell Them I Said So	112
Case 52—The Oil-and-Water Employees	114
Case 53—Getting Off the Fence: Jump, Fall, or Pushed?	116
Case 54—The Vocally Unhappy Camper	117
Case 55—To Manage the Manager	119
Case 56—The Weekly Staff Meeting	121
Case 57—Where Are They When I Need Them?	122
Case 58—The Unnecessary Task	123
Case 59—Your Wasteful Friend	125
Case 60—One Boss Too Many	126
Case 61—How Time Flies	128
Case 62—Your Unhappy Duty	129
Case 63—The Independent Employee	131
Case 64—Here We Go Again	133
Case 65—The Forceful Organizer	134
Case 66—The Requested Favor	135
Case 67—Boss? Who Needs One?	136
Case 68—Choices	137
Case 69—Shortage of Help	138
Case 70—Who Answers to Whom?	139
Case 71—When Do You Stop Being General?	140
Case 72—An Act of Negligence	141
Case 73—It Wasn’t My Decision	142
Case 74—The Dodger	143
Case 75—Yours, Mine, and Hours	144

Case 76—An Expensive Game	145
Case 77—The Reclassification Request	147
Case 78—Seeking the Limits	149
Case 79—A Peer Problem	151
Case 80—The Orphan Supplies	153
Case 81—The Employee Who Is Always Right	155
Case 82—The Drill Sergeant	157
Case 83—The Tyrant	159
Case 84—The Busy Boss Delegates	161
Case 85—The Management Expert	163
Case 86—No Longer Pulling Her Weight	165
Case 87—She’s Having a Rough Time	167
Case 88—Discharge for Cause	169
Case 89—The “Demanding” Manager	171
Case 90—The Uncooperative Colleague	173
Case 91—The Informant	175
Case 92—Managing the Drama Queen	177
Case 93—The Holiday Switch	179
Case 94—The Elusive Employee	180
Case 95—This Place Owes Me	181
Case 96—He Didn’t Work Out	183
Case 97—Take Your Choice	185
Case 98—Why Should I?	186
Case 99—The Drop-In Visitor	187
Case 100—Promotion	188

PART III RESPONSES 189

Response 1—More Help Needed—Now!	191
Response 2—Up from the Ranks	192
Response 3—The Silent Group	193
Response 4—The Repeat Offender	194
Response 5—A Good Employee?	195
Response 6—The Clinging Vine	196
Response 7—The Inherited Problem	197
Response 8—The Well-Entrenched Employee	198
Response 9—The Sensitive Employee	199

viii *Table of Contents*

Response 10—The Enemy Camps	200
Response 11—The Turnaround Challenge	201
Response 12—One Person’s Word Against Another’s	203
Response 13—The Grouchy Receptionist	204
Response 14—What’s the Truth?	205
Response 15—In a Rut	206
Response 16—The Up-and-Down Performer	207
Response 17—I’ll Get Around To It	208
Response 18—The Alternate Day Off	209
Response 19—If You Want Things Done Well. . .	210
Response 20—Sixty Minutes or Less	211
Response 21—Is It Insubordination?	212
Response 22—Get Back With You in a Minute	213
Response 23—The Delegated Digging	214
Response 24—The Second Chance	215
Response 25—The Bungled Assignment	216
Response 26—It Isn’t in the Job Description	217
Response 27—Delayed Change of Command	219
Response 28—The Tight Deadline	220
Response 29—Ten Minutes to Spare?	221
Response 30—Assignment and Reassignment	222
Response 31—The Unrequested Information	223
Response 32—Did He Have It Coming?	224
Response 33—It’s His Job, Not Mine	225
Response 34—I Used to Run This Unit	226
Response 35—Your Word Against the Boss’s	227
Response 36—You’re the Boss	228
Response 37—The New Broom	229
Response 38—No Better Than I Used to Be?	230
Response 39—The Incompatible Employees	231
Response 40—Where Does the Time Go?	232
Response 41—Sylvia’s Choice	233
Response 42—Ultimatum	234
Response 43—To Motivate the Unmovable	235
Response 44—Who’s the Boss?	236
Response 45—But I’m Really Sick!	237

Response 46—All That Empowerment Jazz	238
Response 47—Why Doesn't Anyone Tell Me?	239
Response 48—The Dedicated Hip-Shooter	240
Response 49—The Paperwork Simply Isn't Important	241
Response 50—Why Should I Always Go the Extra Mile?	242
Response 51—Don't Tell Them I Said So	243
Response 52—The Oil-and-Water Employees	245
Response 53—Getting Off the Fence: Jump, Fall, or Pushed?	246
Response 54—The Vocally Unhappy Camper	247
Response 55—To Manage the Manager	248
Response 56—The Weekly Staff Meeting	249
Response 57—Where Are They When I Need Them?	250
Response 58—The Unnecessary Task	251
Response 59—Your Wasteful Friend	252
Response 60—One Boss Too Many	253
Response 61—How Time Flies	254
Response 62—Your Unhappy Duty	255
Response 63—The Independent Employee	256
Response 64—Here We Go Again	257
Response 65—The Forceful Organizer	258
Response 66—The Requested Favor	259
Response 67—Boss? Who Needs One?	260
Response 68—Choices	261
Response 69—Shortage of Help	262
Response 70—Who Answers to Whom?	263
Response 71—When Do You Stop Being General?	264
Response 72—An Act of Negligence	265
Response 73—It Wasn't My Decision	266
Response 74—The Dodger	267
Response 75—Yours, Mine, and Hours	268
Response 76—An Expensive Game	269
Response 77—The Reclassification Request	270
Response 78—Seeking the Limits	271
Response 79—A Peer Problem	272
Response 80—The Orphan Supplies	274
Response 81—The Employee Who Is Always Right	275

x *Table of Contents*

Response 82—The Drill Sergeant	276
Response 83—The Tyrant	277
Response 84—The Busy Boss Delegates	279
Response 85—The Management Expert	280
Response 86—No Longer Pulling Her Weight	281
Response 87—She’s Having a Rough Time	283
Response 88—Discharge for Cause	284
Response 89—The “Demanding” Manager	285
Response 90—The Uncooperative Colleague	287
Response 91—The Informant	288
Response 92—Managing the Drama Queen	289
Response 93—The Holiday Switch	290
Response 94—The Elusive Employee	291
Response 95—This Place Owes Me	292
Response 96—He Didn’t Work Out	293
Response 97—Take Your Choice	294
Response 98—Why Should I?	295
Response 99—The Drop-In Visitor	296
Response 100—Promotion	297

PART IV VARIATIONS AND CONCLUSIONS 299

Variations on the Case Study Method	301
Role-Plays	301
Group Responses to Questions	302
What You Can Gain Through the Case Study Method	305
Practice, Practice	305
A New Problem-Solving Outlook	305
A Broadened View	307
The Benefits of the Case Study Method	308
Collecting Your Own Cases	308
Material Is Where You Find It	308
Fact in Fictional Form	309
Keeping It Simple	310

Index 311



PREFACE

This volume is a collection of case studies intended for use in both the initial training and continuing education of supervisors and middle managers in healthcare organizations.

This is a second edition, considerably expanded from the first edition, *Case Studies in Health Care Supervision* (Aspen Publishers, Inc., 1998). The number of case studies has been increased from 75 to 100, and every effort has been made to ensure that these cases are relevant to managers in today's healthcare organizations. Also incorporated are a few of the more useful and timeless elements presented in *The Health Care Supervisor's Casebook* (Aspen Systems Corporation, 1982).

This book, usable as a free-standing educational resource in its own right, can also readily serve as a supplement and companion volume to *The Effective Health Care Supervisor* and *Umiker's Management Skills for the New Health Care Supervisor*, as well as complementing other instructional and self-learning resources. Suitable for classroom use as well as for self-study, it is backed up with additional material and test questions for instructional use.

All of the case studies presented in this collection have been used in training situations, some of them many times over. Some, in fact, were developed with the active participation of session attendees who contributed stories of their own for class consideration. Time and again these case studies have proven their worth. More important, however, is the fact that all of these case studies were taken from real situations; these are not exercises in "what if this happens." Rather, these did indeed happen. For obvious reasons they have been thoroughly fictionalized as far as the names of people and organizations are concerned, and all other potentially identifying circumstances have been altered. However, in each instance the essence of what occurred has been preserved. In most instances these little problem tales have been simplified from the real circumstances, with extraneous detail peeled away to reveal a single issue or cohesive set of issues that can stand alone. The key to the value of

xii *Preface*

these case studies lies in the appreciation of the fact that each of these situations actually happened to someone; these are all real problems experienced by working supervisors and managers.

We can go just so far in studying theories and absorbing rules and principles. It is true that we can never completely erase the boundary between the academic and the practical, can never entirely close the gap between theory and practice. However, the use of real-world situations in case-study fashion can go a long way toward helping to bridge that gap.

ABOUT THE AUTHOR



Charles R. McConnell, MBA, CM is an independent healthcare management and human resources consultant and freelance writer specializing in business, management, human resources, and healthcare topics. For 11 years he was active as a management engineering consultant with the Management and Planning Services (MAPS) division of the Hospital Association of New York State (HANYS) and later spent 18 years as a hospital human resources officer. As author, coauthor, and anthology editor he has published 26 books and has contributed about 450 articles to various publications. He is in his 28th year as editor of the quarterly professional journal *The Health Care Manager*.

Cases numbered 1–75 are from the first edition of this book under the original title *Case Studies in Health Care Supervision* (Aspen Publishers, Inc., 1998).

The following cases first appeared in the journal *The Health Care Manager* (Lippincott Williams and Wilkins). Most of these have been partially altered for use herein. Used with permission of the publisher.

#76 “An Expensive Game” Issue 20:1, pp. 37–39

#77 “The Reclassification Request” Issue 21:2, pp. 17–19

#78 “Seeking the Limits” Issue 24:4, pp. 347–348

#79 “A Peer Problem” Issue 21:1, pp. 62–63

#87 “She’s Having a Rough Time” Issue 22:2, 113–114

#88 “Discharge for Cause” Issue 22:4, pp. 331–333

#89 “The Demanding Manager” Issue 23:1, pp. 22–23

#90 “The Uncooperative Colleague” Issue 23:2, 128–129

#91 “The Informant” Issue 23:3, pp. 235–236

#92 “Managing the Drama Queen” Issue 23:4, pp. 318–319

#93 “The Holliday Switch” Issue 24:1, pp. 29–30

#94 “The Elusive Employee” Issue 24:2, pp. 129–130

#95 “This Place Owes Me” Issue 24:3, pp. 225–226

Case #85, “The Management Expert,” first appeared in *Management Principles for Health Professionals, 5th Edition* (Joan G. Leibler and Charles R. McConnell), Jones & Bartlett Publishers, 2008, pp. 406–408.

Case #86, “No Longer Pulling Her Weight,” first appeared in *Umiker’s Management Skills for the New Health Care Supervisor, 5th Edition* (Charles R. McConnell), Jones & Bartlett Publishers, 2010, pp. 509–510.

Case #96, “He Didn’t Work Out,” first appeared in *Umiker’s Management Skills for the New Health Care Supervisor, 5th Edition* (Charles R. McConnell), Jones & Bartlett Publishers, 2010, pp. 104–106.

Case #100, “Promotion,” first appeared in *The Effective Health Care Supervisor, 6th Edition* (Charles R. McConnell), Jones & Bartlett Publishers, 2007, p. 185.

Remaining case studies are new with this edition.

C. R. McConnell

October 2009