

Case Studies in
**ORGANIZATIONAL
BEHAVIOR and THEORY**
for **HEALTH CARE**

Edited by

Nancy Borkowski, DBA, CPA, FACHE, FHFMA

Clinical Associate Professor,
Department of Decision Sciences & Information Systems
Executive Director, Health Management Programs
Chapman Graduate School of Business
Florida International University
Miami, FL

Gloria Deckard, PhD

Associate Dean,
Landon Undergraduate School
Associate Professor,
Department of Decision Sciences & Information Systems
College of Business
Florida International University
Miami, FL



JONES & BARTLETT
LEARNING

World Headquarters

Jones & Bartlett Learning
5 Wall Street
Burlington, MA 01803
978-443-5000
info@jblearning.com
www.jblearning.com

Jones & Bartlett Learning books and products are available through most bookstores and online book-sellers. To contact Jones & Bartlett Learning directly, call 800-832-0034, fax 978-443-8000, or visit our website, www.jblearning.com.

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

Copyright © 2014 by Jones & Bartlett Learning, LLC, an Ascend Learning Company

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.

The content, statements, views, and opinions herein are the sole expression of the respective authors and not that of Jones & Bartlett Learning, LLC. Reference herein to any specific commercial product, process, or service by trade name, trademark, manufacturer, or otherwise does not constitute or imply its endorsement or recommendation by Jones & Bartlett Learning, LLC and such reference shall not be used for advertising or product endorsement purposes. All trademarks displayed are the trademarks of the parties noted herein. *Case Studies in Organizational Behavior and Theory for Health Care* is an independent publication and has not been authorized, sponsored, or otherwise approved by the owners of the trademarks or service marks referenced in this product.

There may be images in this book that feature models; these models do not necessarily endorse, represent, or participate in the activities represented in the images. Any screenshots in this product are for educational and instructive purposes only. Any individuals and scenarios featured in the case studies throughout this product may be real or fictitious, but are used for instructional purposes only.

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
Managing Editor: Maro Gartside
Editorial Assistant: Chloe Falivene
Associate Production Editor: Rebekah Linga
Senior Marketing Manager: Sophie Fleck Teague
Manufacturing and Inventory Control
Supervisor: Amy Bacus

Composition: Paw Print Media
Cover Design: Michael O'Donnell
Cover Image: © Jamesmmm/Dreamstime.com
Printing and Binding: Edwards Brothers Malloy
Cover Printing: Edwards Brothers Malloy

Library of Congress Cataloguing-in-Publication Data

Case studies in organizational behavior and theory for health care / [edited by] Nancy Borkowski and Gloria Deckard.

p. ; cm.

Includes bibliographical references and index.

ISBN 978-1-4496-3428-5 (paper) -- ISBN 1-4496-3428-1 (paper)

I. Borkowski, Nancy. II. Deckard, Gloria J. (Gloria Jeanne), 1951-

[DNLM: 1. Health Services Administration. 2. Health Personnel--organization & administration. 3. Organizational Case Studies. 4. Organizational Culture. 5. Personnel Management. W 84.1]

362.1068--dc23

2012040060

6048

Printed in the United States of America

17 16 15 14 13 10 9 8 7 6 5 4 3 2 1

Contents

	Preface	vii
	Introduction	ix
	Contributors	xi
CASE 1	I Don't Want to Get Fired, But . . . <i>Frankline Augustin and Louis Rubino</i>	1
CASE 2	Multidisciplinary Collaboration: Bridging Professional Differences for Service Improvement in Adolescent Mental Health Care <i>Eivor Oborn, Michael Barrett, and Becky Staples</i>	9
CASE 3	What Just Happened? <i>Zulma M. Berrios</i>	27
CASE 4	Readiness and Change Management During Electronic Medical Records Adoption <i>Renee Brent Hotchkiss and John Cantiello</i>	31
CASE 5	Choosing the Appropriate Electronic Medical Records System: A Clinic's Journey to Innovation <i>John Cantiello and Renee Brent Hotchkiss</i>	39
CASE 6	Joint Patient Liaison Office: Building a Streamlined Unit <i>Alyson Eisenhardt, Susanne Bruno-Ninassi, and Lorri E. Cooper</i>	45

CASE 7	Working in a Critical Care Unit: Experiences of a Nurse <i>Reeti Debnath</i>	57
CASE 8	The Tardy Drama Queen <i>Karen McMillen Dielmann</i>	59
CASE 9	It's Just Not Fair! <i>Karen McMillen Dielmann</i>	63
CASE 10	Broken Ribs <i>Diane Dodd-McCue and Stephanie Hamilton</i>	67
CASE 11	When Increased Diversity Improves Team Performance <i>Ebbin Dotson and Jami DelliFraine</i>	71
CASE 12	Whose Patient Is It? <i>Anat Drach-Zahavy</i>	77
CASE 13	The Impact of Profitability on Leadership and Accountability in a Public University Dental Clinic <i>Annelise Y. Driscoll and Myron D. Fottler</i>	81
CASE 14	A Multicultural Healthcare Team and Patient Care <i>Valerie A. George</i>	95
CASE 15	Renovation of the Pediatrics Department <i>Valerie A. George</i>	101
CASE 16	Practice Transformation: The Case of a Small, Independent Primary Care Practice <i>Debora Goetz Goldberg</i>	105
CASE 17	Working Toward Collaborative Care <i>Susan Grantham, Becky Hayes Boober, Alec McKinney, Natalie M. Truesdell, Eugenie Coakley, and Melina Ward</i>	113
CASE 18	Leadership's Role for Organizational Change <i>David Colton</i>	137

CASE 19	Mending Relationships—After a Communication Breakdown <i>Roger F. Hogu</i>	149
CASE 20	Too Busy To Care <i>Susan J. Kowalewski</i>	155
CASE 21	Post-Merger Impacts within a Health and Social Services Centre in Quebec <i>Carole Lalonde and Eva Jarosová</i>	159
CASE 22	Conflict at the Academic Medical Center: Productivity Levels <i>Carolyn Massello and Thomas Massello</i>	171
CASE 23	Budget Conflicts: Who Will Win? <i>Carolyn Massello and Thomas Massello</i>	175
CASE 24	Limited English Proficiency: Managing Beyond the Words in Long-Term Care Settings <i>Carol Molinari and Mary Helen McSweeney-Feld</i>	177
CASE 25	Discord in the Doctors' Domain <i>Carole Paulson</i>	181
CASE 26	Smyrna University Hospital Department of Internal Diseases: Finally Walking Side by Side <i>Gülem Atabay and Şebnem Penbek</i>	185
CASE 27	Bionix Diagnostics' Organizational Culture and Business Imperatives <i>Clifford R. Perry</i>	199
CASE 28	The Struggle for Power at Midwest Hospital System <i>Tracy H. Porter</i>	209
CASE 29	EMR System: A Blessing or a Curse? <i>Tracy H. Porter</i>	213
CASE 30	Enriching Jobs at Midwest Hospital System <i>Tracy H. Porter</i>	217

CASE 31	“Poof!” You Are Now in Management: A Case Study in Leadership <i>Tracy H. Porter</i>	221
CASE 32	Is This Person-Centered Planning? Change Management in a Mental Health Center <i>Doris J. Ravotas</i>	223
CASE 33	Nurses from Other Lands <i>Richard J. Tarpey</i>	249
CASE 34	The New Manager’s Challenge <i>Robert Vazquez</i>	257
CASE 35	Reorganization and the Centers for Early Childhood Intervention <i>Melissa A. Walker</i>	261
CASE 36	Retail Pharmacies: Assessing Organizational Responses to AHRQ’s Health Literacy Pharmacy Tools <i>Sarah J. Shoemaker and Melanie Wasserman</i>	269
	Index	275

Preface

The goal of this book is to provide students, instructors, and practitioners with a compilation of case studies that allow the reader to “see” the theories and concepts of organizational behavior and theory being played out in stories. The case studies may be used in conjunction with my textbooks, *Organizational Behavior in Health Care, Second Edition*, and *Organizational Behavior, Theory, and Design in Health Care*. They may also be easily used without the referenced textbooks, as each case study can support the various learning objectives of leadership and management courses in nursing, health administration, or public health at both the graduate and undergraduate levels.

The cases included in this book were developed by a diverse group of individuals. Many of the contributing authors are practitioners who wanted to share their stories so others could learn from them. Other cases were developed by academicians with many years of classroom experience teaching organizational behavior and organization theory. As such, readers get the best of both worlds!

There are many individuals whose efforts contributed to this case book becoming a reality. First, many thanks to the contributing authors for sharing their knowledge and experiences through these case studies. Second, I wish to thank the many individuals at Jones & Bartlett Learning who collectively support the process that allows an author’s idea to develop into a high-quality product. This book, as well as all of my other achievements, would not have been possible without the continuous support of my husband and children, who I am eternally thankful for having their presence in my life. Finally, I wish to acknowledge and thank the dedicated healthcare professionals who provide excellent care in a

very complex, ever changing environment. It is my sincere wish that this book provides them with the knowledge and skills necessary to make their lives a little easier as they build a collaborative patient-centered care environment.

I look forward to receiving your feedback and suggestions for future editions. You may reach me at nborkows@fu.edu.

*With best regards,
Nancy Borkowski, DBA, CPA, FACHE, FHFMA*

Introduction

The diversity of the 36 cases presented in this book is a reflection of the many situations that healthcare managers encounter on a daily basis. Each case provides the reader with a greater understanding of how and why individuals behave the way they do as they interact with others, groups, and their environments.

As you review the Table of Contents, you will notice that a few international cases have been included in this book. These international case studies demonstrate that although healthcare professionals may reside in different countries, human behavior is similar and managers must deal with issues of leadership, motivation, and conflict when confronted with situational and technological changes, poor communication, and misaligned resources.

You will find that some case studies are lengthy, which is necessary so a complex condition (i.e., change) with many characters and numerous interactions may be successfully played out for the reader. This is very realistic to the situations that healthcare managers encounter throughout their careers. Other cases are concise and directly on point to emphasize a particular theory or concept. All of the cases have extensive teaching materials that can be used to enhance the student's learning experience.



Contributors

Gülem Atabay, PhD

Izmir University of Economics
Faculty of Economic and
Administrative Sciences
Department of Business
Administration
Balcova, Izmir, Turkey

Frankline Augustin, DPPD, MSHA

Assistant Professor
Department of Health Sciences
California State University,
Northridge
Northridge, CA

Michael Barrett, PhD

Professor
Judge Business School
University of Cambridge
Cambridge, England

Zulma M. Berrios, MD, MBA

Physician Practice Manager
Zulma M. Berrios, MD, LLC
Miami, FL

Becky Hayes Boober, PhD

Program Officer
Maine Health Access Foundation
Augusta, ME

Susanne Bruno-Ninassi, JD

Program Director/Associate Professor
Business Law, Paralegal Studies
& Legal Administration
Marymount University
Arlington, VA

John Cantiello, PhD

Assistant Professor
George Mason University
Fairfax, VA

Eugenie Coakley, MA, MPH

Senior Biostatistician
JSI Research & Training Institute
Boston, MA

David Colton, PhD

Adjunct Professor
Mary Baldwin College
Staunton, VA

Lorri E. Cooper, PhD

Associate Professor and Director
MS in Management
School of Business Administration
Marymount University
Arlington, VA

Reeti Debnath

Assistant Professor
Department of Healthcare
Management
NSHM College of Management
and Technology
West Bengal, India

Jami DelliFraine, MHA, PhD

Assistant Professor
Division of Management, Policy
& Community Health
University of Texas School of
Public Health
Houston, TX

Karen McMillen Dielmann, DEd

Chair
BS in Healthcare Administration
Lancaster General College of Nursing
& Health Sciences
Lancaster, PA

Diane Dodd-McCue, DBA

Associate Professor
Department of Patient Counseling
School of Allied Health Professions
Virginia Commonwealth University
Richmond, VA

Ebbin Dotson, PhD, MHSA

Assistant Professor
University of Texas School of
Public Health
Houston, TX

Anat Drach-Zahavy, PhD

The Department of Nursing
The University of Haifa
Mount Carmel 31905
Haifa, Israel

Annelise Y. Driscoll, PhD

Director, The Executive Practice
Management Certificate
Program for Dentists
College of Dentistry
University of Florida
Gainesville, FL

Alyson Eisenhardt, DHS

Marymount University
Arlington, VA

Myron D. Fottler, PhD

Professor and Executive Director
Programs in Health Services
Administration
University of Central Florida
Orlando, FL

Valerie A. George, PhD

Research Associate Professor
Florida International University
Miami, FL

**Debora Goetz Goldberg, PhD,
MHA, MBA**

Assistant Research Professor
Center for Healthcare Quality
Department of Health Policy
The George Washington University
Washington, DC

Susan Grantham, PhD

JSI Research & Training Institute
Boston, MA

Rev. Stephanie Hamilton,
MDiv, BCC
Chaplain/Instructor
Department of Patient Counseling
School of Allied Health Professions
Virginia Commonwealth University
Richmond, VA

Roger F. Hogu, MBA
South Broward Community
Health Services
Hollywood, FL

Renee Brent Hotchkiss, PhD
Assistant Professor
Jiann-Ping Hsu College of
Public Health
Georgia Southern University
Statesboro, GA

Eva Jarosová, PhD
Senior Lecturer
Department of Managerial
Psychology and Sociology
University of Economics, Prague
Prague, Czech Republic

Susan J. Kowalewski, MBA, PhD
D'Youville College
Buffalo, NY

Carole Lalonde, PhD
University Laval
Department of Management
Quebec, Canada

Carolyn Massello, DBA
Associate Professor of Business
Milligan College
Milligan College, TN

Thomas Massello, MD
Surgeon
Quillen VA Medical Center
Mountain Home, TN

Alec McKinney, MBA
Senior Consultant
JSI Research & Training Institute
Boston, MA

Mary Helen McSweeney-Feld, PhD
Associate Professor
Office of Collaborative Programs
Towson University
Towson, MD

Carol Molinari, PhD, MBA, MPH
Associate Professor
University of Baltimore
Baltimore, MD

Eivor Oborn, PhD
Professor
School of Management
Royal Holloway University of London
London, England

Carole Paulson, EdD, MSN, RN
Assistant Professor
University of Wisconsin—
Stevens Point
Stevens Point, WI

Şebnem Penbek
Izmir University of Economics
Faculty of Economic and
Administrative Sciences
Department of Business
Administration
Balçova, Izmir, Turkey

Clifford R. Perry, PhD

Distinguished Executive Professor
College of Business Administration
Florida International University
Miami, FL

Tracy H. Porter, PhD

College Associate Lecturer
Monte Ahuja College of Business
Cleveland State University
Cleveland, OH

Doris J. Ravotas, PhD

College of Health and
Human Services
Western Michigan University
Kalamazoo, MI

Louis Rubino, PhD, FACHE

Professor and Health Administration
Program Director
California State University,
Northridge
Northridge, CA

Sarah J. Shoemaker,**PharmD, PhD**

Senior Associate
Abt Associates, Inc.
Boston, MA

Becky Staples

Research Assistant
Judge Business School
University of Cambridge
Cambridge, England

Richard J. Tarpey, MBA

Senior Vice President
HCA/Parallon
Nashville, TN

Natalie M. Truesdell, MPH, MBA

Consultant
JSI Research & Training Institute
Boston, MA

Robert Vazquez, MBA

Manager
Imaging Services
Miramar, FL

Melissa A. Walker, PhD, MPA

Associate Professor
Hugo Wall School of Urban
and Politic Affairs
Wichita State University
Wichita, KS

Melina Ward, BA

Research Associate
JSI Research & Training Institute
Boston, MA

Melanie Wasserman, MPH, PhD

Senior Associate
Abt Associates, Inc.
Boston, MA