# POLICY, STRATEGY AND PLANNING Leading in Hospital Management

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| **Preparation**: Theories of decision making  <http://www.unc.edu/~wfarrell/SOWO%20874/Readings/decisiontheory.pdf>  http://people.kth.se/~soh/decisiontheory.pdf |

Background

You have been appointed as the Chief Executive of an eight hundred beds (800) hospital located in the middle of the capital with a population of about 5 millions (there are 4 other hospitals).

The average catchment population is about 1.5 million (much bigger for certain specialities such as renal dialysis and transplant). The accident and emergency department turnover is around 80,000 a year: only 30% through blue lights. Many other cases perceived as urgent *(emergency vs urgent).* Much of the concerns are those related to high staff turnover among nurses (high percentage of bank nurses), shortage of junior doctors and above all the historic of overspending of 16m (On a total revenue budget of 320m and 14.5m capital). The 5 CCGs and the local health authorities (within the hospital catchment area) are concerned at the poor demand management and unwilling of staff to shift resources and services to alternative settings..

The Hospital Chairman asked you to prepare a short report to the Hospital Board (at which you are a key member) *(The Hospital Board consist of 11 people:5 Executive - CEO, DF, MD, DN, DO and 5 Non-Executive Directors (all lay) and a lay Chairman).* The Board at their public meeting would like to discuss possible measures that the hospital management, under your leadership, will undertake to build public confidence, assuring patients and the public that quality and safety will not be compromised and illustrate to the health authorities that the hospital are taken the right measures to reduce the deficit and balance the books.

The Exercise

For this exercise the class will be divided into two groups. In each group please elect (or self elect!) a newly appointed CEO.

Within your group, please discuss the measures you plan to undertake to address quality and safety and fiscal responsibility. Please prepare a presentation to present to the Board at the next public meeting.

Remember:

* *Emergency Care*
* *Urgent Care*
* *Primary Care*
* *Demand Management*
* *Financial Control*
* *Financial Management*
* *Financial Recovery*
* *Staff Recruitment and Retention*
* *Effectiveness and Efficiency*

***Duration: 1 Hour group discussion. 20 minutes for reporting back and discussions***

***Your answers should be specific to the questions. The CEO (from each group) will present his/her report to the rest of the class (acting as the Board and members of the public in Board’s public meeting.***