WIFLI Team Strategy Weekend

Team E. Health Care PLUS Support!

Overview. You and some other parents in your town have had some negative experiences at Eastern Shores Hospital, the only hospital in town, when your children with special health care needs have been admitted for various procedures and illnesses. The clinical staff have not made much of an effort to explain things clearly to you, or to personally connect with your children (even though some of your children have been in the hospital several times). The staff don’t seem to appreciate how scary and stressful it can be (for you and your children) when your children are hospitalized several times before the age of 10. Also, the hospital does not facilitate any contact between parents of children with special health care needs, so it’s hard for families to meet and support each other. Lastly, there have been some reports of racial insensitivity on the part of the white hospital staff.

Stage 1. Your Vision

Come up with a compact statement (maximum 200 words) describing what you’d like the experience of children with special health care needs and their families to be in Eastern Shores Hospital. Try to use language that will resonate for both parents and hospital administrators.

Stage 2. Key Success Factors

Make a list of what you believe would be the KSFs (“key success factors”) in a hospital that consistently creates the kind of experience you described in Stage 1. (KSFs are the most important elements in a successful agency, hospital, business, etc.) In this context, KSFs could be related to the physical environment, policies, funding, staffing, training, written materials, or anything else you think would be crucial in a hospital which operates like what you described in Stage 1. Describe the KSFs as clearly as you can (terms like “good staff” or “disability-friendly policies” are too vague).

Stage 3. Crossing the Moat and Scaling the Walls

A hospital can sometimes be like a castle surrounded by a moat. It can get stuck in certain ways of doing things and build walls around itself to resist change, especially if it has a high occupancy rate and it is profitable. Identify multiple ideas for crossing the moat and scaling the walls. How could you infiltrate the culture of the hospital to begin a change process aimed at persuading the hospital to embrace your vision from Stage 1 and implement some of the KSFs you identified in Stage 2?
Stage 4. Unexpected Surprise

Eastern Shores Hospital just announced that the current CEO is retiring and a new CEO is being introduced to the community. In her first public statement on the job, she said that she will make it a priority to “expand specialty care and improve the hospital’s services for underserved populations”. She only mentioned African Americans and Latinos specifically in her statement, but it sounded like those were examples and she might be thinking more broadly than that.

How would you try to capitalize on this new development?