

Middleboro as Internship

July 2020

Based on:

The Middleboro Casebook: Healthcare Strategy and Operations (2014)
Health Administration Press, Chicago, IL

Case 1: The Community

Case 4 Webster Hospital

or

Case 5 Middleboro Community Hospital

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Preface

Welcome to your “internship” at a hospital in Hillsboro County. Remember that all aspects of this case are fictitious but nevertheless authentic. Each case is an authentic representation of a typical health sector organization. The information describing the population and communities is also fictitious but also authentic. For purposes of analysis the date is Midnight, December 31, 2014. Hillsboro County is in the State of _____.

As you are aware, academic field of health administration prepares individuals for non-clinical administrative and management positions in the health care sector. Over the years many have considered the roles and responsibilities of the health administrator. A literature search would yield numerous perspectives. One classic perspective is provided by Henry Mintzberg in his book, **Mintzberg of Management**. He argues that the manager engages in ten different types of activities. Some involve interpersonal skills and understanding, others involve skills in processing and generating information and the third category involves decisional responsibilities. Please spend a few minutes and consider Mintzberg’s classic work:

<https://www.youtube.com/watch?v=NgkQYRqxKTs>

As you think ahead to a professional career as a professional health services manager, Mintzberg’s classic framework still applies. It demystifies the manager’s role and function and provides numerous insights for individuals preparing themselves for a management career.

For our purposes this internship uses a complementary framework. We argue that the duties and responsibilities of the health sector administrator spans a spectrum from “analyst” to “manager” depending upon their role and place in the organization. Analysts define problems, indicate their causes, and recommend specific interventions. Analysts frequently specialize in specific areas, such as marketing, finance, supply chain, and human resources. Managers, in contrast, understand the reports and recommendations of the analysts and select and prioritize those problems that warrant modification of the resources devoted by the organization to the problem. The manager is also responsible to develop and maintain sufficient consensus within the organization that the decision to modify resources commitments in the organization are in the best interests of the organization’s stakeholders.

No one individual is either just an analyst or a manager. Within the organization analysts and managers are found at all levels. Analysts typically have no or limited responsibilities related to allocating organizational resources. They are advisors. In contrast, managers have the authority of the organization to expend resources to fulfill program, department or organization goals by allocating resources and authority. Administrative roles blend both analyst and manager together. For example, the Chief Executive Officer and other senior executive are typically more manager than analyst. However, without the skills and background of an analyst, they lack a necessary set of managerial skills. Typically, newly hired administrative personnel are hired for their ability to be analysts and potentially mature into

management intensive positions. Administrative positions in the hospital and other health sector organizations blend and combine the roles of the analyst and manager. At the level of chief executive officer (CEO), the manager role overshadows the role of analyst. But the CEO must have the skills and insights to understand the work of the analyst.

This internship experience stresses the role and function of the analyst in anticipation of your continued development as a manager. Keep Mintzberg in mind! Being able to analyze administrative problems and situations, communicate effectively, and make recommendations is the first step as you develop yourself as a manager. Enjoy getting to know the language, the questions, and the skills needed in this professional field.

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Learning Goals:

At the completion of this internship, the student will have:

1. An enhanced understanding of the community hospital and the issues it faces.
2. Enhanced analytical skills using data commonly used in the administration and management of a hospital.
3. Demonstrated abilities to analyze problems and issues using the methods and approaches from the field of health services administration.
4. Enhanced abilities to communicate effectively using professional norms involving written and oral presentations.

General Overview

This manual uses the **The Middleboro Casebook** (Health Administration Press, 2014) as the basis for an internship experience. The book describes a realistic but fictitious community and the organizations that provide health services. The cases report community characteristics and the structure, function, current issues, and operational statistics of the two hospitals that serve the greater Middleboro and Hillsboro County area. Cases also introduce the reader to the management team and their perspectives and the major stakeholders in the organization.

General Information

Using this case as a backbone for an internship requires a supervising faculty member who will make certain decisions and evaluate the internship. For example, the supervising faculty member will assign specific “internship activities and projects” based on the goals of the internship and evaluate student preferences.

Student must have access to online resources including Word, Excel and Power Point and electronic access to the Internet and their university/college library.

Health Administration Press will make an electronic version of the Map, Case 1 The Community and Case 4 Webster Hospital or Case 5 Middleboro Community Hospital available for use as the basis of this internship. Each student will select or be assigned to one of the hospital cases. The specific hospital assigned or selected is referred to “your” hospital, either Webster Hospital or Middleboro Community Hospital.

Student Deliverables

The following are suggested student deliverables at the end of the internship. Each provides the faculty supervisor with information needed to document and evaluate the internship experience. Each is commonly used in the final reports prepared by students based on such experiences. Students need to be planning their final report as they begin this internship. The final internship report will be a package including written memos and reports and/or electronic copies of Power point presentations and Word documents submitted on a thumb drive. Subject to the approval of the supervising faculty member, the student’s final report includes:

Project and Activity Reports:

The Profession: used to introduce the student to the case and the profession.

Management Projects Reports: Numerous individual management projects are provided in this manual. Some have suggested readings. Each requires a specific end-product, a Management

Project Report. The suggested format is a Power Point presentation with a voice track or a formal written business report or memo. All “reports” are included in the student’s **Final Internship Report** submitted to the supervising faculty member.

Statement of Lessons Learned: As part of the final report for this internship, the student author’s a statement of **Lessons Learned** from this experience. This written memo to the supervising faculty member must present and explain up to 5 specific lessons learned from this internship experience.

Student Diary: Each day the student devotes to this internship must be recorded and described in a diary, including time spent. This entry should be dated, describe the tasks undertaken and the student’s reactions and questions. If needed, the diary can be hand written. It will be submitted as part of the student’s final report.

Ground Rules

Additional Data and Guidance: Students may be required to find and use data on the internet to assist their analyses and projects. Use the most recent data available and ALWAYS indicate its source URL. Also, when in doubt, check the internet for sources and guidance. For example, if you are not clear on how a professional memo should be formatted and presented, check the multiple sources on the internet. If you are not clear on how to develop and present a Power point presentation and add a voice track, find direction on the web.

Where is Hillsboro County? For purposes of comparative analyses, the supervising faculty member will indicate the state in which Middleboro and Hillsboro County are located. Students should use “their” state –specific data whenever possible. If “their” state data is not available, they should use national data as a last resort. When you select state data to use for comparison, start with Kaiser State Health Facts, URL: <https://www.kff.org/statedata/>

Your state is: _____

Case data: To ensure accuracy, there is a data correction sheet in Section II to this manual. Please verify that the tables you have been furnished reflect these corrections.

The Date and the data. Students need to be reminded that the date is January 1, 2015. 2014 has just ended and 2015 has just begun.

Introductory Activities

This section includes recommended activities to introduce the student to the case, their selected hospital and the profession. It has three parts. Each has a deliverable for the final report.

The Profession

See Appendix 1 for assignments.

Using **You Tube** s find a minimum of 10 video sources that describe the role and function and other attributes of the professional health administrator. One must be: <https://www.youtube.com/watch?v=pdjilOgpe5SE>. “AUPHA Health Administration a career with a calling.” The title of each presentations, its URL and main points are recorded in the diary.

Students are also directed to consider two published “professional oaths,” one specific to health administration and one specific to general management and author a short note that compares similarities and differences. Lastly students are directed to the website for the American College of Health Care Executives to introduce them to the professional association serving hospital and health services managers. Students answer specific questions in their diary.

Case Introduction. Based on reading the Case 1, the Community and their specific hospital case, students record in their diary every term they consider unclear or confusing. For example, Webster and Middleboro Community are different. Webster Hospital is an “Osteopathic” Hospital. What does this mean? Also, what does “privilege” mean? How is it granted? What is the difference between “active” and consulting medical staff privilege?

Hospital Organization: In the diary the student reports how their hospital is organized by function and title and who reports to whom. A graphical organizational chart is presented. At the top is the Board of Trustees.

Hospitals Look Like: Consider each of the following video presentations on hospitals:

“Community Hospital of the Monterrey Peninsula”

<https://www.youtube.com/watch?v=EacRmF3WWP8>

“Why Community Hospitals are Closing”

<https://video.search.yahoo.com/search/video?fr=yfp-t&p=You+Tube+Community+Hospitals#id=5&vid=c258f9b6b53bdf11ddaf82058cddb279&action=click>

“General Surgery Video Tour”

<https://video.search.yahoo.com/search/video?fr=yfp-t&p=You+Tube+Hospital+Tour#id=1&vid=8f8e70718daf9873abf48956626db21e&action=click>

“Hospital Supply Chain Management”

<https://video.search.yahoo.com/search/video?fr=yfp-t&p=youtube+hospital+supply+chain+management#id=2&vid=9c4045f72dabb4005860f45a8b8f927e&action=click>

“Greenwich Hospital Emergency Department”

<https://video.search.yahoo.com/search/video?fr=yfp-t&p=YouTube+Hospital+Emergency+Department#id=2&vid=f6b8dea2518b806ffcd153a38bc0af79&action=click>

“Interventional Radiology Services at Portsmouth Regional Hospital”

<https://www.youtube.com/watch?v=yim6QSBYIZs>

“Live Video about Robotic Surgery at St Luke’s Hospital in Cedar Rapids, Iowa”

<https://video.search.yahoo.com/search/video?fr=yfp-t&p=youtube+hospital+robotic+surgery#id=28&vid=7d2eb06b8e0086a7026d8c8fc6b85afc&action=view>

Management Projects Reports

The following section briefly describes 10 specific projects and reports.

Additionally, each Management Project Report has a detailed protocol to guide the required analysis. The time and work being devoted to each report must be recorded in the student’s diary. The supervising faculty member will decide whether individual reports will be written or Power Point presentations with voice track.

The supervising faculty member also will determine the number of reports to be completed and select the specific reports to be completed by the student. As such, the following is a menu of available choices.

_____ **Community Benefit Analysis:** This project requires an understanding of Community Benefit rules and expectations applied to non-profit hospitals. Students find and consider multiple Community Benefit reports and examine the IRS Form 990 schedule H. Specific questions are provided.

_____ **Community Trend Analysis:** This report considers the relevance of local meaning within Hillsboro County) circumstances, issues and trends on your hospital. The outcome of this analysis is your statement and rationale of the 10 most important local community issues and characteristics (with rationale) that have had or likely to have an impact on the delivery of

health care services in Hillsboro County. This report includes an analysis of demographic and economic trends and issues. Specific questions are included to assist this analysis.

_____ **Financial Analysis:** The student analyzes the selected organization's financial statements using ratio and trend analysis. The intent is to use this analysis as a lens to assess the organization and develop action plans. To accomplish this, the student must reason backwards (e.g., the reasons underlying depressed profitability, excess liquidity, etc. The student then reasons forward based on this information to develop recommended interventions. Benchmarks guide this analysis. Specific questions are provided.

_____ **Health Sector Resource Analysis:** Using available benchmarks, this report analyzes the number and types of health care professional in Hillsboro County. Some national benchmarks are provided. In addition, it also reports an assessment of "your" hospital's inpatient and outpatient utilization. Trends and issues are identified. Specific questions are included to assist this analysis.

_____ **Hospital Quality of Care:** The student provides a presentation that explains contemporary efforts in hospitals to monitor and improve quality. The student then 10 quality scores that should be included in any hospital's "quality scorecard." Using CMS Core Measures for their assigned hospital, the 5 most important quality issues are also identified and explained.

_____ **Human Resources Analysis.** From a list, the student selects a specific management position for analysis. By design this does not include the CEO or President. For the position the student presents a detailed job description. This analysis also includes an assessment of the many organizational responsibilities of this department including compensation and insurance benefits provided by the hospital. Specific questions are provided.

_____ **Market Analysis:** Using measures of market share and dependency, the market for "your" hospital's services are described and analyzed. Factors and forces that have and/or could impact current markets are identified and analyzed. Your report identifies your hospital's competition as well as "barriers to entry and exist" from specific markets. A general outlook of the region's economy is also included. Specific questions are provided.

_____ **Mission, Vision and Values Analysis:** Every health care organization needs a formal statement of its mission, vision and values. This report requires students to assess their hospital's statements (if they have them) and recommend new statements based on their analysis of similar organizations. Using internet resources and specific questions, an assessment of "your" hospital's current statements and recommendations for changes are reported. Specific questions are provided.

_____ **Population Health Analysis:** The student indicates the top ten health issues being faced by the health and human services sector in Hillsboro County. The rationale for their selection, associated issues and specific rankings, 1-10 are provided. Specific questions are provided.

_____ **What If?** This report requires the consideration of three issues. Students assess the general impact of tele-medicine; how anti-trust rules and regulations may impact mergers and affiliations and surge capacity. Specific questions are provided.

Next Steps

If you are interested in learning more about *Middleboro as Internship*, please contact Health Administration Press at HAPbooks@ache.org for complimentary, 90-day digital access to the teaching manual and cases studies. You will be issued access codes to the material on the VitalSource platform. All required material for *Middleboro as Internship* is self-contained on the VitalSource platform; access to full text of *The Middleboro Casebook* is not required to complete the internship.