



Organizational Assessment on Children's Hospital at Erlanger

Facilitated by

Aletta Rivers
Daniel Varela
Denise Angel

Table of Content:

Governing structure

Management process

Relationships

SWOT analysis

Conclusion





Governing Structure: Daniel

910 Blackford St, Chattanooga, TN 37403

Mission- To deliver excellence in medical care to improve the health status of our region, while providing vital services to those in need, and training to health professionals through affiliation with academic partners.

Vision Statement- Erlanger will lead as a comprehensive provider of acute care and ambulatory health services, offering a “system of care” that delivers value in terms of quality, cost effectiveness, customer service, teaching and research—directed at improving the health of our community and region.

Agency Values- Honesty, Excellence, Appreciation, Respect, and Trust



Governing Structure (continued)

Board- Erlanger Health System, is governed by a Board of Trustees consisting of 11 members who serve without compensation

The County Mayor appoints six Trustees with the approval of a majority of the County Commissioners. The General Assembly appoints four Trustees by a majority vote. Trustees are appointed for an initial term of four years and may serve for no more than eight consecutive years. The Chief of Staff also serves as a Trustee.

The board presently holds a monthly public meeting at the Baroness Campus to consider and approve resolutions affecting the business and affairs of the Authority. It also has a number of very active committees that work to review, study, organize and prepare the items to be considered by the board.

Management Processes: Denise



Jack Studer
Chair
County



Michael Griffin
Vice Chair
County



Philander K. Smartt
Junior Secretary
Legislative Delegation



Blaise Baxter, MD
County



Sheila C. Boyington, PE



Henry Hoss, CPA

Legislative Delegation

Management process Cont'd...



Linda Moss Mines, MA
Legislative Delegation



James (Jim) F. Sattler
MD County



Jay Sizemore, MD
Chief of Staff



Jennifer E. Stanley
MD County



Gerald Webb, II
MD Legislative Delegation



Relationships: Aletta

- Stakeholders: Donors, Research Institutes, Employees, Government Agencies, Beneficiaries, General Public
- Erlanger reflects the needs of the stakeholders by being a level 1 trauma center and providing indigent healthcare.
- Erlanger hold open board meetings to provide communication for the public, as well as SEALS program that promotes staff involvement in developing policy and improvement of process.
- Other communication forms: annual reports, daily newsletters, press conferences, community & staff events

SWOT analysis brainstorming

Topic: ...	Strengths	Weaknesses
Internal	<p>Note main resources and skills, capabilities, other advantages, etc., and indicate main causes:</p> <ul style="list-style-type: none"> • ... <ul style="list-style-type: none"> Diverse interdisciplinary professionals Well structured hierarchy Collegial model of management Teaching Hospital 	<p>Note lack of resources, lack of skills, lack of capabilities, other disadvantages, etc., and indicate main causes:</p> <ul style="list-style-type: none"> • ... <ul style="list-style-type: none"> Lack of cultural diversity in their board members as well as other employees. For profit organization and are under oath to care for all patients regardless of being uninsured.
External	<p>Note chances you may have due to policy changes, trends, etc., and indicate main causes:</p> <ul style="list-style-type: none"> • Create space for more clinical social workers/psychologists/counselors who may better aid those seeking assistance. <p>Partner with other resource agencies to enhance their client services such as: drug rehab centers, diverse support groups.</p>	<p>Note obstacles, increased competition, lack of funding, etc., and indicate main causes:</p> <ul style="list-style-type: none"> • Financial limitations <ul style="list-style-type: none"> Buy-in from stakeholders Other hospitals are in competition with Erlanger Employee's who do not encompass Erlanger's mission and values



SWOT action plan

Topic: ...	Strengths	Weaknesses
Opportunities	<p>Capitalize on these points:</p> <ul style="list-style-type: none"> Erlanger's hospital is a teaching hospital which increases medical knowledge and skills. <p>Structured hierarchy implies clear and specific protocol with multiple situations. If an issue arises employee should follow chain of command until problem is resolved.</p>	<p>Improve these:</p> <ul style="list-style-type: none"> Increase cultural diversity by implementing an affirmative action plan that requires management to meet the quota. <p>Strengthen their liason process for the uninsured that provides needed medical assistance.</p>
Threats	<p>Monitor these points:</p> <ul style="list-style-type: none"> Talk to the board of directors to create positions for more clinical social workers and <p>Hire social worker who will focus on monitoring the distribution of available resources and network with additional agencies.</p>	<p>Eliminate these:</p> <ul style="list-style-type: none"> Apply for grants that will provide financial opportunities for funding programs needed. Have stakeholders sign contract that promotes financial commitment. <p>On the micro level, employee incentives that increases productivity and satisfaction. Complete training on Erlanger's policies and procedures.</p> <p>Continued focus on providing exceptional customer service</p>



Conclusion:

Erlanger is noted as being one of the leading hospitals in the region for level 1 trauma. They are a teaching facility that is staffed with highly skilled staff.

Erlanger is part of the Vanderbilt Health Affiliated Network that includes 56 hospitals and 4000 participating physicians and clinicians.

Each year, more than 600,000 people are treated by the team of healthcare professionals who are part of Erlanger.