

Analysis of Mass General Hospital

Team 4 (Ants with the GANTT)

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Mass General Hospital: a leader in patient care & medical research

A need for a local hospital for all

Global leader in patient care

Strong emphasis on research

A high performing & innovative Radiology department



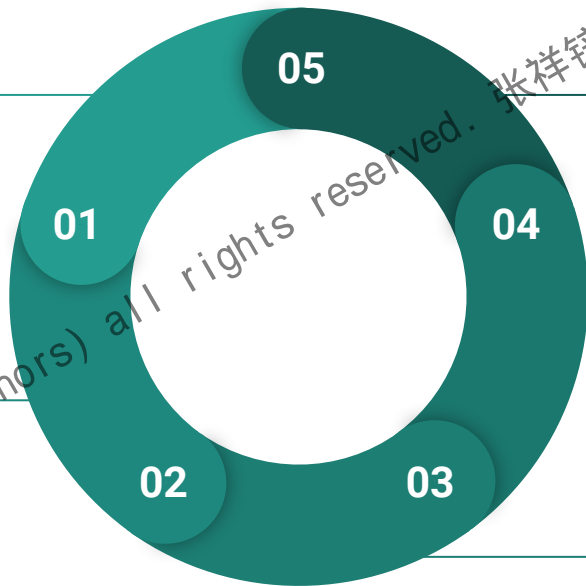
"When in distress, every man becomes our neighbor."

- MGH founder John Warren, MD

Communication flow at MGH

**“Trickle down”
method of
communication**

**Three
department-wide
objectives**



**Communicate by
team meetings,
newsletters and
emails**

Clear & concise

**Information overload
and language
barriers**

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Decentralized decision-making in the hospital industry

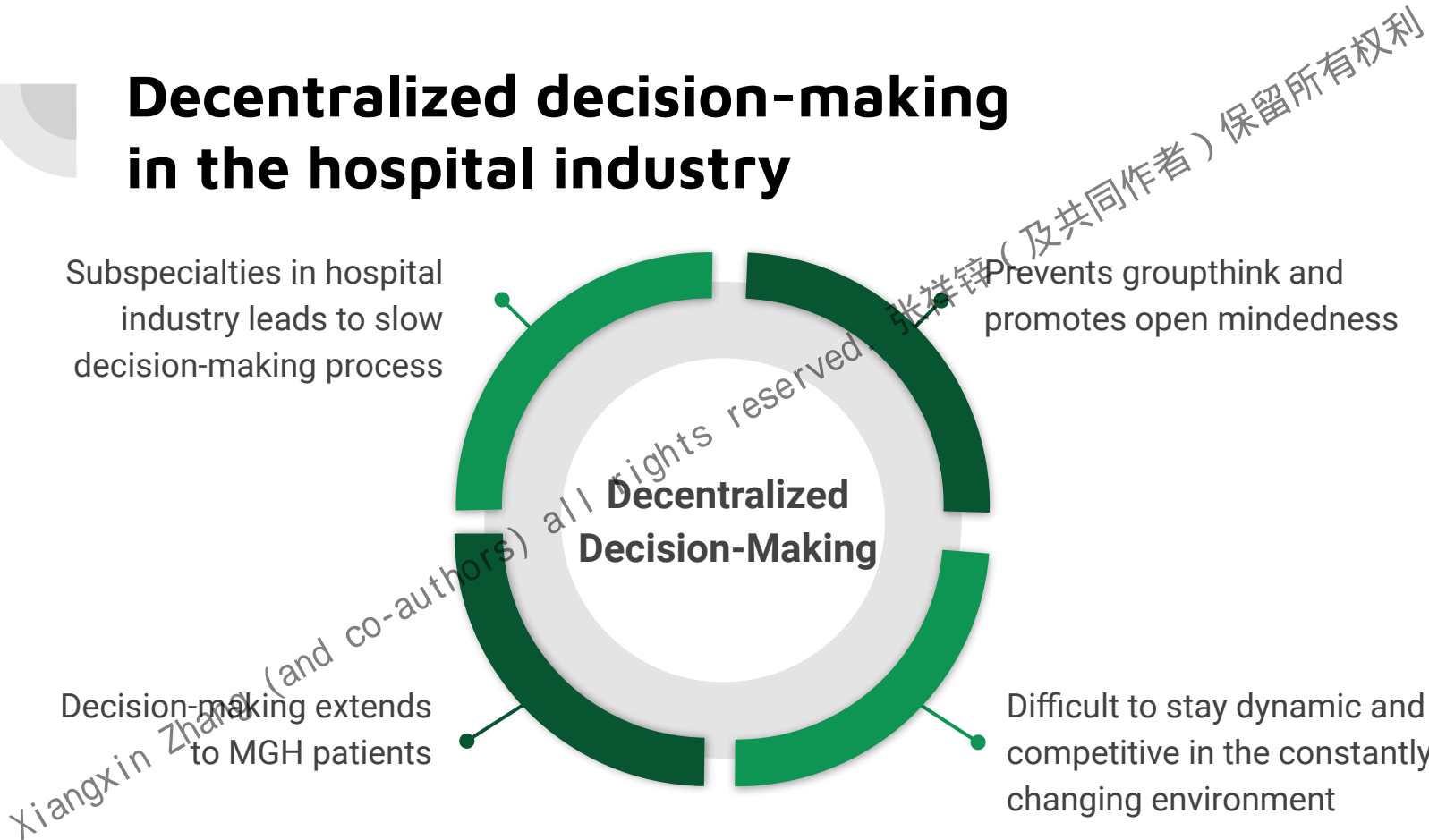
Subspecialties in hospital
industry leads to slow
decision-making process

Prevents groupthink and
promotes open mindedness

**Decentralized
Decision-Making**

Decision-making extends
to MGH patients

Difficult to stay dynamic and
competitive in the constantly
changing environment





**Strong leaders and adaptive team members
drive success in the world of healthcare**

Background

Operations managers are internal hires. Have strong technical background, but lack formal business management training

Drive

Teams within radiology and driven by external forces, members must learn to be adaptive

Recognition

Healthcare extends beyond doctors and nurses; support teams are recognized by patients and staff

Evaluation methods used at MGH

- Recognition, evaluations, and appraisals happen on all communication channels
- Sub-departments have their own methods of giving feedback

1

Annual Evaluation

Managers rate employees based on numerous factors

2

Discussion with Employees

Managers meet with employees to discuss about the evaluation

3

Employee Self-Evaluation

Employees complete a self-evaluation form

Major Takeaways

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Techniques for better communication

1. Over communication is poor communication



2. Establish no more than three clear & concrete goals



- 3.

Avoid "trickle down" method

Attain increased innovation & creativity through improved decision-making

Majority Vote



Be
Open Minded to
New Ideas



Increased
Innovation and
Creativity

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Good team dynamics facilitate success

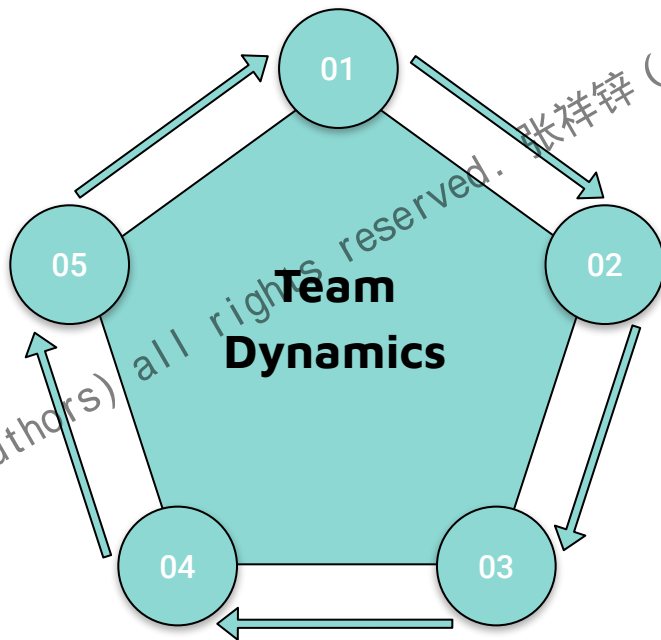
Value the divergence of ideas

Improve
adaptability

Avoid over emphasis
on teamwork thinking

Empower people
of all levels

Share burden





Feedback and recognition improves quality and satisfaction

01

Having consistent feedback is important

- Feedback should be continuous
- Content of evaluations should never be surprising

02

Feedback and recognition impact performance quality

- Provides standards for quality
- Notifies people on areas of improvement
- Recognition aligns employees with business objectives

03

Recognition leads to job satisfaction

- Herzberg's Two Factor Theory
- Creates a positive relationship with supervisors



Final thoughts: leadership lessons to implement in the future

“the ability to influence, motivate, and enable others to contribute toward the effectiveness of the organization”

1. Leadership is a privilege
2. Never compromise on your core values (respect, integrity)
3. Exercise decisiveness and clarity in goal-setting; always provide employees with task & purpose
4. “Leaders are readers” → commit to career-long learning
5. Enable team members and develop them into future leaders through feedback



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