CASE STUDY: MID-STAFFORDSHIRE NHS FOUNDATION TRUST
Introduction

This case study will be based on hospital management failures that occurred at the Mid-Staffordshire Foundation Trust hospital facilities. An inquiry was later carried out so as to establish the reason behind the abnormally high mortality rates at the trust’s hospitals. The inquiry led to the establishment of a variety of failures at the trust that ranged from operation management failures, business process failures to customer service provision failures. Numerous attempts have been made since this incidence to avoid a repeat in British health provision institutions.

Operations management

The recommendations by the British Health Care Commission revealed poor operation management practices that took place in the trust. This according to the study, was due to the poor management of the board from a managerial stand point. The study also revealed the fact that there were no performance indicators and continual improvement processes that were put in place at the trust. This resulted in recurring problems and persistent deterioration of hospital services (NHS Foundation Trust Inquiry, 2010).

There was a break down in the trust’s operation management due to poor feedback, poor efficiency of operations and lack of appropriate measures taken to improve on the nature in
which the operations were carried out. Key performance indicators as to the status of the operations in the hospital include the efficiency and speed at which services and operations are carried out in the hospital.

The trust needs to prioritize the quality of service provision and invest more resources into ensuring that its operations are efficient; this is through a cycle of changing its operations, putting the changes into operation, implementing the changes and adjusting the changes to suit the organisations needs and priorities. A change in management structure could also improve the method with which operations are managed at the company (Rawlins and Littlejohns, 2010).
Business processes

The British Health Care commission established that proper measures need to be taken so as to ensure that the trust is able to facilitate efficient running of the hospitals’ processes, this is through DMAIC (Understand the problem, Measure performance, Analyse relationships between operations, Improve the operations and correct/prevent operational problems from occurring), and Kaizen (principle of continuous improvement and advancement).
There is joint responsibility for the failure of the hospitals’ business processes as each stakeholder from the nurses, doctors, receptionist and the board all failed in their duties. This is because each stakeholder watched the hospital system get run down as unqualified receptionists diagnosed patients, trainee doctors were put on night shift and the board neglected critical processes with the aim of reducing cost (Health Care Commission, 2010).

Indicators on the failure of the trust’s business process management include failure to heed to complaints by relevant stakeholders and failure to make changes and improvements on the hospital processes based on these complaints. Members of staff who were concerned about the trust’s method of running the hospitals were also afraid of having actions taken against them and thus opted to keep quiet. This reveals a culture of poor communication and feedback within the business process.

Proper training of nurses and other staff has a potential of improve the state of business process as the hospitals. Proper record keeping should also be put in place so as to be able to identify weaknesses within the business process of the hospital (Health Care Commission, 2010).

Customer handling
One of the greatest failures of the trust was its poor regard to the quality of services offered to its customers and on performance indicators such as the customers’ feedback. Customer feedback is important as it allows the organisation to gauge itself and to make changes based on the feedback.

Poor organisational principles and culture are the main reasons behind the failed customer service provision at the hospitals. This was also due to the low level of training of the hospital staff that made them unable to appreciate the importance of quality service. Nurses and receptionists are key stakeholders involved in first hand provision of service and they tend to represent the face of a hospital institution (NHS Foundation Trust Inquiry, 2010).
Recommendations based on the study were to carry out training courses on the nurses and receptionists at the hospital. Another recommendation aimed at improving the customer handling processes of the hospital is a change in management i.e. directors. The trust also needs to establish a set of goals, objectives, principles and work ethos aimed at improving the quality of service and safety of patients (Rawlins and Littlejohns, 2010).

**Conclusion**
Managerial failures were established at the Mid-Staffordshire trust hospital and these failures were seen to have a trickledown effect from the top level to the lower levels of the hospitals. Recommendations have been made so as to improve on the situation at the hospital and this includes better operation management, improved business processes and customer service provision. This is mainly through proposed changes such as training of staff, change of leadership and cooperation with other bodies.
References


