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As a result of spiraling cost of health care in United States, several changes were introduced in Medicare and Medical policies in order to contain the spiraling cost. Medical reimbursement policy on sub acute patients was designed in a way that will reduce hospital backups and medical expenditures that follows unnecessary delays. Medicare hospital prospective payment system (PPS) is one of the main policies introduced; the policy had several consequences on medical providers, both positive and negative (Griffin, 1995). On the positive aspect, many hospitals received large profits as a result of reduced stay of patients. Some states enacted the policy of PPS on nursing homes where the medical providers are paid based on how severe ill the patients are rather than the volume of services provided to the patient (Griffin, 1995). The medical reimbursement provided was not enough to provide an incentive for medical providers to retain patients during sub acute phase recovery. SNF were reimbursed with cost limits, the total amount needed to treat sub acute patient normally goes beyond the SNF cost limit. This means that the amount dispersed for treating heavy care or sub acute were inadequate.

There are several theories of organization behavior and communication that could have assisted PM from collapsing, one of it is structuration theory, this theory was developed by Anthony Giddens (Andrew, Richard, and Catherine, 1989). In this theory, leaders make decisions and choices that can limit what can be done in an organization. The decision to introduce PPS did not work well with the medical providers and it limited the choices of PM, but with proper communication, the organization could have updated their equipments and introduce other people with new ideas and innovative

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programs to drive the organization. The management should have come up with meaningful solution to the complex problem facing the organization using innovative technological solution that could have provided answers to the problems facing PM.

According to Douglas McGregor, there are two types of organization behavior theories, these are theory X and theory Y. In theory X the manager believes that the workers are lazy and cannot be trusted, in theory Y, the managers believe that the workers are trustworthy and capable of assuming responsibility (Andrew, Richard, and Catherine, 1989). This theory could have been important in PM since it could have promoted management understanding of employees' motivation and employees could have performed better to avoid the collapsing of PM. The management should have also applied the goal setting behavioral theory. This theory is based on the belief that workers motivated inside (Miller, 2000). If the organization sets a target, an employee will rise to the challenge and struggle to achieve the required goals. Employees should have been allowed in the process of selecting a goal in order to be more motivated, the goals of the organization should also be specific. After the new Medical reimbursement policy was introduced, the management did have specific goals in line with new system hence making the market share to slow down.

References

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