

Study on the issues of organizational structure



Issue on organizational structure, in particular hospital structure has suffered a great deal of transformation over the past few decades. The structure not only represents the culture and target, but also exhibits and evaluates the correlation between individuals who work within a hospital, so as to facilitate the productivity and job efficiency (Madden, Courtney, Montgomery, Nash 2006, p. 283). Laschinger, Finegan, and Sharmian (2001, p. 60) indicate that a reasonable organizational structure has significant impact on promoting work efficiency in hospital, thus better healthcare services can be given to patients. Moreover, it is considered that the design of organizational structure can be largely affected by different factors, such as organization's vision, mission, and strategy (Madden et al. 2006, p. 272). Consequently, a well-structured health care organization will facilitate self-development, so as to enhance satisfaction on both patients and employee.

1. 2 Thesis Statement

A critical analysis of the organizational structure and the relationship to the mission and vision in regards to Concord Repatriation General Hospital in Sydney, Australia.

1. 3 Scope

This paper will be separated into three sections, which contain background information of the health care facility, then critically analyse the organizational structure in relations to its mission, and last but not least, a sound reasonable conclusion and recommendation will be elicited according to analysis.

Background Information of the Health Care Facility

This paper will focus on the critical analysis of Concord Repatriation General Hospital, which is also simply known as Concord Hospital in Sydney, Australia. Concord Hospital represents not only one of the most superior hospitals with the provision of a range of specialty inpatient and outpatient services in Sydney, but also an educational facility for offering training and placement opportunities for medical students. Moreover, the hospital has built up a comprehensive system, which received highly appreciation by Australian Council on Healthcare Standards for providing timely and excellent patients care, in particular, Burns Unit plays a major role across the states (Concord Repatriation General Hospital (CRGH), 2009).

According to Concord Hospital (2008), the combined mission statement and vision state that “ practising clinical excellence, leading in teaching, contributing to health research, responding to the special needs of Veterans, and changing with the needs of the community.” And this can be achieved throughout “ taking care of individual patient needs; providing quality services; promoting healthy lifestyles; as well as valuing health care teams (CRGH, 2008).” Thus, from its organizational point of view, the primary or principal goal of Concord Hospital is more consumers concentrated, in order to provide better health care services. For example, a five-year programme finished by the hospital in 2006 in regarding to capital works provides assistance in the expansion of care and services for patients in several areas, such as Aged Care and Rehabilitation, co-locating some specialties outpatient and inpatient services, so as to bring benefits to both patients and non-patients (CRGH, 2008).

Figure 1 illustrates the detailed organizational structure of Concord Hospital. It can be seen that there are five branches under General Manager, which comprise Director of Medicine, Director of Nursing, Director of Corporate and Clinical Support Services, Director Performance and Informatics, as well as Demand Management Unit. The Academic and Research lies alongside with the link of broken line (CRGH, 2008).

Figure 1: The detail organizational structure of Concord Hospital (CRGH, 2008)

CRITICAL ANALYSIS

3. 1 Critical analyse the hospital organizational structure in relation to its mission

According to Figure 1, the organizational structure of Concord Hospital can be treated as line or functional structure, as it classifies alike disciplines together (Robbins, Bergman, Stagg, Coulter 2006, p. 336). It is shown that both its mission accomplishment, and hospital collaborates its structure with mission are more likely to reflect positive employee action (Bart, DeGroote, Bontis, Taggar 2001, p. 19). In addition, this organizational structure not only enormously shows the culture and target of the hospital, such as build up Anzac Research Institution, but also offer a clear line of authority, which points out the hierarchy lies within different departments, so as to maximum benefits healthcare services to patients and employee (Madden et al. 2006, p. 283).

3. 2 The advantages and limitations of the structure for health care delivery

Concord Hospital is more based upon a concept of functional structure. Chain of command, as a concept of organizational design states the authority is developed and ranked from upper level of the hospital to its lower position (Robbins et al. 2006, p. 327). According to figure 1, the chart deploys the hierarchy from the advanced to lower level position, for example, Director of Nursing to Assistance in Nursing. Critically speaking, this type of organizational structure shows the ability of economizing expenditure, it can be considered that this organizational structure not only minimizes the recurrence of employee and capital, but also increases the efficiency in use of resources, so as to deliver better quality of care to patients in a particular treatment unit. By contraries, it cannot be denied that professionals or staff can be isolated under this structure with very limited information in regarding to other departments' work. Again, the deficiency in exchange of thoughts between employees may induce the downside of quality in healthcare services that provided to patients (University of Western Sydney (UWS)2010, p. 19).

3. 3 The key lines of authority and responsibility for achieving organizational goals

The key lines of authority and duty in Concord Hospital to be broken down into several subordinates. According to figure 1 (CRGH, 2008), each level of authorities from upper to lower level has been detailed illustrated under different specialties. It is believed that the authority is generally derived from managerial level, and then tasks are given to employee to complete (Robbins et al. 2006, p. 327). In other words, for those who are in higher

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level have predominant rights than lower level employee. This organizational structure also purely explains the hierarchy of work, and the responsibility of each level (Madden et al. 2006, p. 283). For instance, nursing manager has absolute authority and occupies full responsibility in managing nursing related stuff. It can be thought that authorized person needs to utilize resources efficiently and effectively, thus assists in achieve organizational goals via granted lines of authority and responsibility (Chandler 2003, p. 48).

3. 4 The utility of the structure in relation to the achievement of the organization's mission and goals

The utility of the structure of an organization should encourage in the achievement of organizational mission and vision. It breaks down organizations' employee into specific sections, in order to produce harmonious adjustment between each other (Mintzberg, Quinn, Ghoshal 1995, p. 352). It is obviously that Concord Hospital establishes a full range of departments for providing better quality of care to patients. For example, the Centre for Education and Research on Ageing (CERA) links the hospital itself with its teaching university focus on the provision of effective care, and better their living standards among ageing patient group (The University of Sydney, 2010). This accordingly shows the comprehensive quality of care to be given to a specific group of patients in order to enable the hospital missions which are providing quality services to patients, leading in teaching, contributing to health research to be accomplished (CRGH, 2008).

3. 5 Aspects of the structure which facilitate or impede performance and potential solutions

Organizational structure can be seen as an effective tool for promoting interaction between various departments within an organization. Also the distribution of responsibility between specialties in the hospital aims to speed the combination of healthcare services among patient (Stoelwinder, Blandford, Perkins 2006, p. 319-320). The traditional structure is used by Concord Hospital which classifies same groups of professions into one specialty, it can be seen that this type of structure mainly concentrate on professional training and development, then better quality of care can be given to patient. Nevertheless, it is undeniable that the structure affects the provision of efficient healthcare services, as health professions are grouped into different facilities, which leads to the lack of coordination and communication between departments, thus compromise on healthcare to be given to patient. Whereas, some mixed structures can be considered under this circumstance, such as a traditional functional structure mixes with product structure, so as to not only benefits healthcare professions, but also brings much more attention to patient care (Stoelwinder et al. 2006, p. 322).

4. CONCLUSION

This paper concentrates on the critical analysis of organizational structure and relationship to mission and vision for Concord Hospital. The hospital is one of the most superior hospitals with the provision of a range of specialty inpatient and outpatient services in Sydney. Concord Hospital has a combined mission statement and vision, and this can be achieved

throughout “ taking care of individual patient needs; providing quality services; promoting healthy lifestyles; as well as valuing health care teams.”

The organizational structure of Concord Hospital by using line structure shows that its mission accomplishment, and hospital collaborates its structure with mission are more likely to reflect positive employee action. Moreover, it can be considered that this organizational structure minimizes the recurrence of employee and capital, as well as increases the efficiency in use of resources, so as to deliver better quality of care to patients in a particular treatment unit. By contraries, it cannot be denied that professionals or staff can be isolated under this structure with very limited information in regarding to other departments’ work, the lack of communication results in the downside of quality in healthcare services that provided to patients.

The key lines of authority and the duty in Concord Hospital to be broken down into several subordinates. It is believed that for those who are in higher level have predominant rights than lower level employee. Furthermore, the utility of the structure of an organization assists in the achievement of organizational mission and vision. Overall, the structure of Concord Hospital is considerably well designed. It is obviously that the hospital establishes a series of full range departments and specialties for providing better quality of care to patients. The organizational structure in terms of type, authority lines, and structure utility has largely impacts on its organizational mission and vision.