

I-the middle manager assignment

[Profession](#), [Manager](#)



In a hierarchal organizational structure there is a top, middle, and a bottom. Middle sits in the middle of this type of organizing scheme. Middle managers are generally supervisors. In a more flat organization, the middle manager is usually the project manager. Most middle management implements or executes the plans and the policies created by upper management. Middle management positions require the ability to communicate clearly.

This includes both verbal and written communication (Burke, 2011). As middle managers' workloads have intensified, their ranks have dwindled. In the past, middle managers mainly served as tools for senior executives to pass along information to subordinates (Stern, 2011). Background The scenario for this case study is a middle manager in a healthcare organization that has merged with a previous competitor. Up until now, employees saw the competition as an enemy that provided a poor quality of care.

The new corporation, however has in place several inpatient and outpatient services that the other organization does not. Questions and Issues to be addressed are: 1) What impact will the sale have on the culture of the new combined organizations? (2) As a middle manager, what can be done to ensure that the combined staff will work together to provide quality care without taking on a competitive stance? (3) Describe what the organization will look like, in terms of systems and shape. Case Study The merging corporation has several inpatient and outpatient services that the other organization does not.

This is an asset and can project a positive work environment for the new corporation. The objectives of the new corporation will need to take into

consideration the mission and goals of the two organizations. High quality patient care is the main purpose of the newly merged organization. The middle manager must find ways to create a positive harmony in the new organization. New Organizational Culture Merging two organizations together will have an effect on staff and employees. The employees may have anxiety, fear, and some may even be resistant to the changes before them.

Quite naturally, employees will think there may be a possibility of layoffs, job title changes, changes in pay and benefits, and changes in job tasks and responsibilities. Then there is the issue of which culture will be nominal over the other. In rallying an organization development may be an issue with a new merger. In the area of technology, employees will need training to keep up to speed with new and improved ways of doing business. Policies and procedures will need reviewing and updating for accuracy and new innovations as necessary.

Blending the Cultures The middle manager has the task of blending the two cultures together to create an organizational harmony that will be beneficial to the newly merged organization. The two cultures must undergo the assimilation process, which is defined as the process by which an individual or group loses its original culture when absorbed into another culture. Surveys and patient satisfaction can be helpful in this area to determine how employees feel about the merger and to interpret the morale level of the employees.

The middle manager must be visible and accessible to employees during this transitional period of the merger. There will be many questions and issues

that some employees may need to consult with the middle manager. Some employees may feel abandoned or distraught. These feelings can lead to less productivity of the employee (McConnell, 2000). At this time, the middle manager should ensure that communication is used wisely to alert and inform employees of available information concerning the merger.

Employees want accurate and truthful information from their managers.

The middle manager needs to create an atmosphere of trust and reliability among employees in the organization. Middle Manager's Role in Merger The impact of the sale on the culture of the new combined organizations will be many. First, employees fear the unknown. They will want to know which culture will be the dominant one, and how will it affect them. Second, there will be a change in management styles; employees accustomed to a familiar manager may now be supervised by a stricter or more formal manager.

Performance evaluations and yearly appraisals may be handled differently.

This can create many concerns by the employees concerning raises and advancement in the organization. Training and staff development may be an issue that the middle manager will need to address. The employees from one organization will need training on providing quality care to patients. As a middle manager, the following things will need to be done to ensure that the combined staff will work together to provide quality care without taking on

- a) The vision, mission, and goals of the newly merged competitive stance: organization will need to be communicated quickly and in-depth to employees.
-) Training will be scheduled in a timely manner to ensure employees can function in their new Job titles as efficient as possible.
- 3)

Meetings will be held on a weekly basis to update and inform employees of new changes, etc. 4) Employees will be encouraged to meet and consult with Human Resource [Compliance officers on safety and other pertinent issues relative to their new Job titles, assignments, etc. The New Organization in Terms of Systems and Shape This newly merged health care organization will meet with the board of directors frequently to resolve imminent issues.

Top level officials from both merged organizations will be in attendance at these meetings. It is to be expected that some executive positions may be reduced or eliminated. Some of the administrative positions will be combined or adjusted. Standardization of clinical, business, International technology, Ana clinical programs can Nell Increase ten quality AT patient care and safety while improving staff and physician satisfaction (Beta, R. & Messengers, 2009). The newly merged organization will use the facilities of he main health care facility located in the downtown area, as it is larger and has room for expansion.

The new organization will focus on the inpatient and outpatient care services that the previous competitor has in place. This will be an area that will be beneficial and will provide substantial revenue to the new organization. There will be merging of financial services and the new organization will encourage the use of direct deposit for employees. A representative from the Business department will be available to process banking information for the new employees to ensure a continuous flow of paychecks. Payroll will continue on a bi- weekly basis.

Cost effective measures will be used to order medical and administrative supplies. It will be expected that the Purchasing department consult with each other to provide the most cost effective ways beneficial for the new organization. The organizational structure will be the traditional hierarchical manner. The Board of Directors will be at the top, with Administration directly below. Departmental groupings (Information Services, Therapeutic Services, Diagnostic Services, and Support Services) will follow.

A breakdown of departmental groupings allows: 1) Information Services a) Admissions, billing, medical records, IT, human resources/compliance 2) Therapeutic Services a) Physical therapy, pharmacy, nursing, WICK, and dietary services 3) Diagnostic Services a) Laboratory, radiology, and specialty departments 4) Support Services a) Central supply, biomedical, housekeeping and Janitorial, maintenance and outside building and grounds work, dietary, and transportation Admissions, billing and medical records personnel will likely be combined or transferred to other areas of the organization.

The organization does not anticipate any layoffs in this area at his time, as more work will be expected due to the merger. A new organizational chart will be implemented as soon as possible and distributed to employees. A department supervisor will continue in the same capacity for each area. The newly merged organization will continue to group departments according to similar tasks and duties. The chain of command represented in the organizational chart is expected to be adhered to ensure the efficiency and effectiveness of the organization.

The departmental supervisors from the competitor's culture will remain in their current positions to ensure that inpatient and outpatient services are presented and that a smooth transition to the new culture is established and maintained. Conclusion When organizations merge, the new culture must be blended or harmonize to create a positive work environment for employees. The merging of the two health care organizations will strive to provide a facility where quality patient care is the number one goal.