

# Alice saddy case study

Business



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Abstract ere individual case managers, support workers and human resources manager Morning at the Alice Shady Association which is a non-profit organization London and Ontario supporting people with developmental disabilities who were living individually rather than in group houses informed the executive director that the employees thought the present business structure triggered confusion, slowed down decision making ability and endangered all everyone involved with Alice Shady. The director agreed that there has been some problems connected with Alice Saddy organization structure.

However he is concerned about mission of the organization and the changes were likely to end up being opposed by the management team.

The director would have to decide the direction to go and has to proceed soon. 2. Introduction Alice Shady Association is Alice Shady was founded form the inception of a committee which raised funds for training program for people with developmental disabilities. Later on it became known as Alice Shady association. Slowly from group home in 1973, a supported independent living program establishment in 1976 to assist developmentally disabled people in their own apartment, it became Alice Shady association.

Subsequently in 1980, it had nine people living at group home and 15 on their own support and hiring of professional staff from 1980 through sass Inhere the organization experienced moderate growth, took the organization to having 37 employees in 1999, 96 employees at the end of 2007.

All through these [ears, Alice Shady continuously thrived to follow its philosophy of helping people to have the opportunity to be active members

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of their community, making people help economize themselves as valued individuals, making people get treated with dignity and respect, providing support to people to live independently.

Thus Alice Shady Association became a non-profit agency in London and Ontario which supported people with developmental disabilities, which allowed them to live independently in the community, rather than being restricted to group homes. People should be supported first was the principle at Alice Shady, in contrast with a typical group home, where the residents of the home were often forced to live in a isolated way, Ninth little or no say in how they lived, or what activities they engaged in. Employees at Alice Shady passionately believed in this philosophy, which was ingrained in the organizational culture.

Support workers give in-house assistance to those people with developmental disabilities. 3.

Methodology and Findings erne support workers worked in the residence to the person being supported, assisting them with daily skills for living, personal and healthcare, giving medications, facilitating regular medical and dental care, providing financial management, along Ninth personal safety. Sometimes people needed help from few hours to 24 hours a day who are called high-need individuals. Thus it would burnout support workers.

Since working with high-needs people could be especially difficult and bring about burnout, the Association appointed more help specialists for less hours each to high- needs people. Contingent upon the needs of the individual backed, anywhere in the range of five to 15 help specialists would deal with <https://assignbuster.com/alice-saddy-case-study/>

a group supporting a single person. Also, Alice Shady confronted the needs of aging population.

A large number of the individuals backed who started their association with Alice Shady in the sass ND sass were beginning to experience health issues connected with aging.

These concerns increased the amount of time spent on each individual, the number of urgent care decisions and the risk to both the person supported and to Alice Shady. These challenges were expected to increase as the large group of people supported by the Association aged. As the organization grew, and since support services supervisor could not no longer handle each support worker, few case managers were recruited to oversee the support workers and directly reporting to support services supervisor.

And once a new person supported was taken on-board, the support service supervisor selects a team which would support the individual, and the support workers working in the team can report to any of the case managers. A support worker would report to one particular case manager for performance appraisal purpose, but can work on any of the teams under any of the case managers.

Thus initially, this structure was successful, as it reduced the work load and burnout, by making the support workers spend less time on each case, thus accommodating vacations and sick coverage.

But as the organization grew and more asses were taken on-board, it became more challenging as each support worker was Morning for many

case managers and ended up working more hours, and support Norse' performance appraisal, scheduling was impacted. Thus this cross-reporting structure impacted the employees and organization. Multiple managers, conflicting policies and procedures, and contradictory loyalties can often lead to ineffective management. Conflicts may occur between team managers, who are forced to compete for the time of the individual team members and leads to operational inefficiency and increased costs. .

Recommendations for further action At the regular human resources committee meeting, the support workers shared with Moonlit who is organization's human resources manager, their concerns about current organizational structure. They believe that such a structure caused confusion, hindered decision making and created potential risk for the people served by Alice Shady. Thus the director has to decide about the concerns, and change the organization's structure without impacting the mission of the organization. All the people being supported should be analyses and assigned to any of the case managers.

Then a team to support workers meeting required skills should b selected and work for the supported individual under that particular case manager. Rhesus a support worker will be responsible for a particular case manager.

The support Knower will be primarily working for a case manager, and performance related issues can be looked upon easily. These case managers in turn are responsible to the support services supervisor. A pool of support workers who have additional time and services to be offered, can be grouped under one manager who only looks after resource management.

This resource manager will have a bench of support workers “ ho need additional hours of support work. Whenever any gap in the services to supported individual under a particular case manager happens, then that case manager should contact the resource manager to fill the gap by picking up any support worker.

This will lead to uniform structure, and each support manager will be responsible only to the case manager he reports to. If any decision, problem occurs, he can contact the case manager and act accordingly. If a support manager burnouts due to work overload, he can opt out of the resource manager team.