

Strategic Management In Health Care - PADM 7620

Midterm Writing Assignment

Assigned February 11, 2008

Due at the start of class February 25, 2008

Format

All assignments will be typed in 12 point type with one inch margins on all sides.

The policy and procedure portion will be a maximum of three pages.

The memo portion will be a maximum of one page

Addenda should be attached and do not count in the four-page limit.

Staple the pages together with the Memo on top.

Do not use covers, clips or binders

Your name should be on the memo under "From"

Assignment

You are the COO of St. Elsewhere. It has come to your attention that the hospital does not have a working policy on making mandatory reports of communicable disease. Many of your staff are unfamiliar with the laws or are confused about their role in reporting. Some are hostile to the reporting laws. Few have any idea about how to go about making a report. St. Elsewhere is a 200 bed private not-for-profit hospital located in Baton Rouge. It has an emergency department, intensive care units and a skilled nursing facility. The hospital has a lay governing board but is still wholly owned by the Sisters of Healthcare and the Chairman of the Board is the Mother General.

Write a policy for your hospital for reporting infectious diseases. It should follow a standard format for a policy and procedure. The policy and procedure should cite the laws and regulations that govern disease reporting in Louisiana. Your hospital is located in Baton Rouge and you must use the proper reporting information for Louisiana and East Baton Rouge Parish.

The policy and procedure should include the authority under which the policy is promulgated, the person or people responsible for carrying out the policy, what staff or programs are covered by the policy, the consequences of not abiding by the policy and any other sections necessary for a complete policy.

The policy itself should be a clear and concise statement of the hospital's policy. A few sentences should be enough. The procedure should be clear step-by-step instructions on how to carry out the policy. It must include phone numbers, addresses and titles of those in this community to whom reports are made. The procedure must include an internal reporting and record keeping system. Your procedure should designate specific positions for specific responsibilities, and there must be 24 hour coverage for these responsibilities. The procedure must be complete and detailed enough that I could use it to make a report from the nursing station.

If there is a specific form for reporting, you may incorporate it into your procedure by reference and attach a copy as an addendum. If you develop your own reporting form, this may be an addendum to your policy. Such addenda are not included in the three page limit on the policy and procedure.

Once you have written a policy and procedure, you will write a one-page memo to your staff that explains the policy and its enforcement. Use a memo format for this. The memo should be from you as the COO. Use the memo to explain to your employees why you have the policy, when it goes into effect, who is responsible for training and enforcement, and how to get answers to questions.

Do not put yourself, as COO, in the procedure at all. You will not be involved in the reporting, or the record keeping, or the training.

CLARIFICATIONS

1) **THIS IS NOT A PAPER.** This is a policy and procedure. It should look like it was copied from an institutional policy and procedure manual. Likewise, the memo is a memo and should look like a memo.

2) **DO NOT COPY** this from someone's manual. This is to be entirely your own work.

3) This policy and procedure is about public health reporting of very specific diseases and conditions.

4) This policy and procedure is about mandatory reporting to state authorities not internal reporting. If you are reporting to someone internally, you have it wrong.

5) The laws involved are **STATE** laws. If you are writing about a federal regulation, you have it wrong. If you are reporting to a federal official, you have it wrong.

6) Mandatory reporting is for all suspected or confirmed cases of reportable disease. Do not include consent from the patient and do not concern yourself with patient privacy.

7) You must name a position to assist with reporting and internal record-keeping when the possibility of infectious disease arises. The person or people in this position must be available 24 hours a day, in the hospital or on a beeper, not coming in the next day.

8) Policies on following the law are mandatory and should be uniformly carried out. Words like "discretion" and "individual case" should not be in this policy.

9) The penalty for failing to follow the policy should be reasonable (letter of reprimand, training on their own time, etc.) It is a given that any policy breach may ultimately lead to termination, but do not threaten your employees in this policy. I do not want to see the word "termination" anywhere in this policy.

10) The six questions of a good reporter should be answered by a good policy and procedure: (policy) what, (procedure) who, when, where, how, and (memo) why.

11) **DO NOT PUT YOURSELF IN THE PROCEDURE.** The COO of a hospital must delegate day to day operations to the appropriate personnel. If you put the COO in a simple reporting procedure, you are a very poor manager.