

Integrating Professionals in Organizations: The Case of Managed Health Care

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Panel Discussion

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Organization Evolution

How do organizations in an industry co-evolve?

- ◆ Archival records
- ◆ Oral histories
- ◆ Genealogies
- ◆ Evolution in nested hier.

Organizational Change

How does clinic-system integration unfold ?

- ◆ Real-time observations
- ◆ Unlimited access
- ◆ Surveys / interviews
- ◆ Event sequence analysis

Understanding
Change in
Healthcare
Organizations

Strategic Change

How do strategies of CEOs interact & change industry?

- ◆ Yearly CEO interviews
- ◆ Media, org. reports
- ◆ Exec. beliefs & actions
- ◆ Strategic interactions

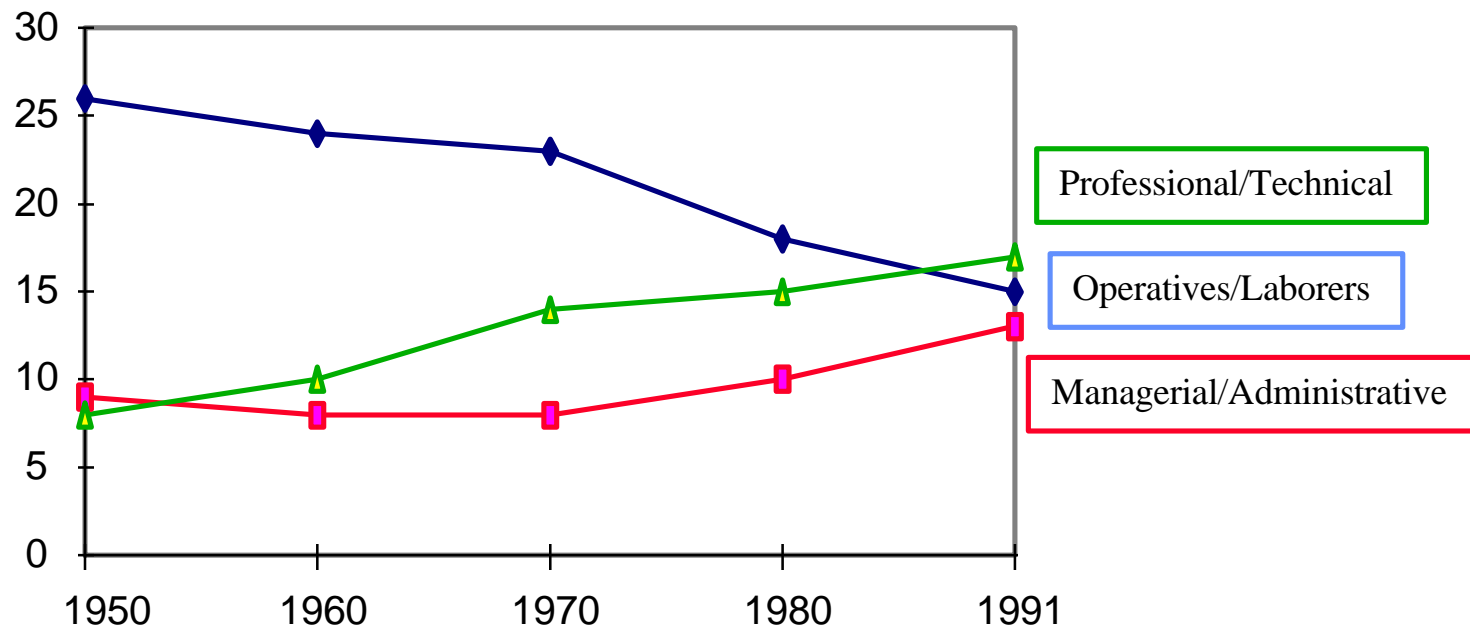
Patient Care Practices

How do physician & clinic factors influence best patient care practices?

- ◆ DEA best practice frontier
- ◆ Yearly clinic site visits
- ◆ Moves on-off frontier

A More Professional Workplace

Professional/Technical Work is the largest and fastest growing sector of the U.S. labor force (17%).



Source: Barley and Orr (1997)

Professional and Administrative Models of Organizing

Professional Community

Collegial Decision-Making
Distributed Expertise
Service Orientation
Commitment to the Work

Administrative Organization

Hierarchical Decision-Making
Nested Expertise
Profit Orientation
Commitment to the Organization

Question: How do organizations simultaneously accommodate professional and administrative models of organizing?

Net Result: Pluralistic Organizations

- **The co-existence of alternative, legitimate, & potentially competing strategies within a single organization**
 - An anathema to management principles of consensus & structural alignment behind a singular vision or strategy.
- **The different groups are interdependent on scarce resources & product/service delivery**
 - They must interact & heedfully accommodate to create negotiated orders through partisan mutual adjustments.
- **Management challenge**
 - Managing pluralism, dialectics, yin-yang relationships, “both and” versus “either-or” thinking

Example: Health Care Integration

- Developing an integrated health care system by linking clinics with hospitals and health plans
- Switching decision roles from employers & HMO plans to patients & clinicians
- Merging small independent clinics into large group medical practice
- From private physicians to corporate employees
- Building commitment to organization while maintaining commitment to profession
 - How will these integration processes unfold?

Integration at Different Levels of Health Care Systems

Panelists:

- Integration at Industry Level - Frank Schultz
- Integration at Organizational Level - Shawn Lofstrom
- Integration at Occupational Level - Stuart Bunderson
- Integration at Individual Level - Jeff Thompson
- Implications - Andy Van de Ven

Process:

- 10-minute presentations, 5-minute Q&A
- Open discussion