

HIGH PERFORMANCE BARRIERS IN
WISCONSIN HOSPITALS

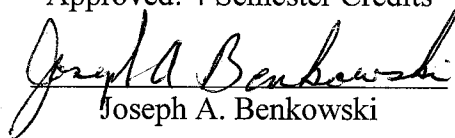
by

Julie Koenig

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Joseph A. Benkowski

The Graduate School
University of Wisconsin-Stout

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The Graduate School
University of Wisconsin Stout
Menomonie, WI 54751

ABSTRACT

Koenig, Julie R.

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Becoming a high performance organization takes a lot of work by everyone involved and is a continuous process that is in constant flux. As an organization strives to maintain or to become a high performance organization they must hurdle barriers. These barriers could be a hindrance to the success and the future of the organization.

The purpose of this study is to identify some of the barriers that exist in hospitals that do not allow them to achieve their goal and/or become a high performance organization. The study will look at what barriers exist and why do these barriers exist in organizations.

ACKNOWLEDGEMENTS

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CHAPTER ONE

INTRODUCTION

“Business first” why is that what is so commonly practiced in today’s business world, when it is the people of the business that make the business possible. There are organizations out there that show that putting the people first and creating a sense of community, security, mutual trust, and respect for these people will create a successful organization (O’Reilly, 8). These organizations are in a class of their own; commonly called high performance organizations (HPOs) they are the elite. They are the organizations that break the common business mold. What they do day to day is well documented, but how they do it is what is so unique and is why they are successful (O’Reilly, 47).

Statement of the Problem

To become a high performing organization simply all an organization has to do is align their values with systems, structure, and strategy (O’Reilly, 48). That may sound simple but then why don’t more organizations do it, especially since there are success stories out there to copy and use as a guideline to achieve this type of success. What are the barriers that hold most organizations back from becoming a HPO? Why do these barriers triumph and control how an organization is structured and how it operated in the present and in the future?

Purpose of the Study

To find out how organizations became high performance organizations and how they got there is the goal of this study. The objective of this research is to:

1. Define the barriers that exist to becoming a high performing organization.
2. Explain why those barriers exist.

Justifications or Significance

The amount of information that exists on the subject of high performing organizations and people process culture is very abundant. Most of the research that has been done is why an organization should be striving to become a high performance organization and the success stories of those that are one of these elite organizations. An organization that is looking to better themselves could use failure as an example of what might work or not work for them. Hospitals are a good example of this because they are constantly making changes due to new processes and information that is available to better serve the patient.

Assumptions of the Study

1. That those individuals answering the survey will do so honestly and openly.
2. That the hospitals surveyed are not practicing a high performance work system.

Definition of Terms

Vocabulary 1: Definition 1. High Performance Organization: “Organizations intentionally designed to bring out the best in people and create an extraordinary organizational capability that delivers sustainable high performance results. They are agile and market driven. They demonstrate respect for the individuals and stress team involvement.” (Dalton, 69)

Vocabulary 2: Definition 2. People Process Culture: an organization environment that creates a strong, positive belief in people and sustains a high level of performance and profit over an extended period of time.

(<http://www.ppc.uwstout.edu/ppcmission.html# Definition>)

Vocabulary 3: Definition 3. Values: a set of beliefs that influence behavior; the social psychology that supports or overcomes individual psychology.

Vocabulary 4: Definition 4. Culture: the integrated pattern of human knowledge, belief, and behavior that depends upon man's capacity for: the customary beliefs, social forms, and material traits of a racial, religious, or social group. ("Merriam Webster's Collegiate Dictionary", 282)

Vocabulary 1: Definition 5. High-performance work systems: an approach to organizational design that emphasizes the deliberate integration of the social and technical systems of work, using both advanced technology-based tools (for example, expert systems, knowledge-based power tools) and state-of-the-art human system design (for example, autonomous work teams, enriched job design, flat hierarchies). (Nadler, 6)

Limitations of the Study

1. Access to the hospitals that have been surveyed.
2. Results limited to the hospitals surveyed.
3. Current state of the economy could be a factor as to how the hospitals answer the survey.

Methodology

This study will research the barriers that exist when an organization is striving to become a high performance organization and why those barriers exist. Then from the research that is gathered, put together a survey that will be distributed to hospital in the state of Wisconsin. The results will be tabulated from the surveys that will be returned.

CHAPTER TWO

LITERATURE REVIEW

High Performing Organizations

High performing organization or HPO is one of the newer fads to come to the world of work for work place concepts to improve performance. HPO has evolved from other concepts such as work teams, TQM, and performance management. (Smith, 2002) HPO's can also be interchanged with some other slightly different names such as high performance work systems (HPWS) or high performance work organizations (HPWO). (Smith, 2002) No matter which concept you choose of the three they are all based on utilizing the people of the organization to reach the maximum performance output. The term HPO will be used for the rest of this study.

An HPO's culture is very unique. The culture of that particular organization as an HPO embraces the whole organization. The written culture of a HPO is an accurate portrayal of what actually is. Since culture is the integrated pattern of human knowledge, belief, and behavior that depends upon man's capacity for: the customary beliefs, social forms, and material traits of a racial, religious, or social group ("Merriam Webster's Collegiate Dictionary", 282) it is difficult to measure. So difficult to measure that statement like; "the assumption in much of the current literature is that adherences to corporate culture is desirable; in fact, this assertion has been disputed by critics of the corporate establishment, who deplore what they perceive as a lack of humanistic values or social conscience, which allegedly results in a relentless effort to satisfy institutionalized greed" (Manzini, 1988) can be easily be made about organizational culture and the attempts to establish a coherent culture.

Characteristics of HPO's are typically classified under the following ten areas. Customer- and environmentally focused design, empowered and autonomous units, clear direction and

goals, control of variance at the source, socio-technical integration, accessible information flow, enriched and shared jobs, empowering human resources practices, empowering management structure, process, and culture, and lastly the capacity to reconfigure (Nadler, 1992). These characteristics are more typical found in organizations that strive to be an HPO.

Some advantages to being an HPO are reduced cost, increased quality, enhanced internal motivation, lower turnover and absenteeism, increased learning, increased capacity to adapt (Nadler, 1992). Other advantage when front-line employees coordinate directly with each other, problems can be resolved on the spot in a timely and efficient manner (Gittell, 2000). These advantages set HPO's apart from other organizations that are not an HPO.

Changing to a High Performance Organization

The idea of becoming a HPO is all wonderful, but it takes commitment at all levels in all aspects of the organization. Nadler gives four simple rules that cover all levels of the organization that can lead to a successful transformation.

Their first instruction is only having rules that are necessary (Nadler, 1992). Rules that are not tied to the foundation of the organization and that will not promote the success of the organization should be done away with. Next is having a center of control so that any type of change from the original process is coordinated with changes to maximize the success of each change. The third instruction that Nadler gives it to make sure that the people that are involved are flexible and adaptable to the organizational environment. This refers to the skill and knowledge of each person and their ability to utilize it when the situation arises. Lastly, information should be at the point at which is directly needed. The necessary information should be readily available to any individual that is or could be involved in solving problems or in controlling any type of process of the organization.

If an organization is striving to become a HPO then they have to look at many aspects of their business. According to Judith Hale the first order of business should be to make sure that everyone in the organization knows their role and the organizations destination, or the reason that they are going through the changes. This means that all the people of the organization believe in and know the mission of the organization and the core value that are tied into the vision and mission statement. If this first step does not happen the foundation could be tainted.

Next Hale says that you have to know all of your resources and how a change will affect them. This includes your raw materials, your internal customers, and external customers. If changes are going to occur with your organization it will have an affect on each of the inputs to your organization thus changing the output too. At this point the organization should also know if the target market or their external customer will also change.

The next step for an organization would be to “develop a strategy; what can the organization do to improve; how do you measure the results/performance; learn about the dynamic of the organization; build strategic alliances with key staff; manage your relationships and image; market and promote your services and successes” (Hale, 1998). During this step is where goal are established for the organization.

While establishing goals for the organization managers must not only realize that the activities of the organization need guidance, but they are there for a reason. As stated by Hesselbein there are five elements of SMART goals:

Specific: In specifying performance improvement, for instance, they answer such questions as “at what?” and “by how much?”

Measurable: Effective goals can be assessed by a combination of four yardsticks: speed or time, cost, quality or customer expectations; and positive yield, or the impact you hope to deliver for customers, shareholders, or the organization.

Aggressive (yet achievable): Aggressive goals must stretch and inspire us. But to sustain their efforts, people need to feel confident that their goals can actually be accomplished.

Relevant: Goals should pertain directly to the performance challenge you face. They should address the needs of the customer, not the processes of the organization.
Time-bound: Goals must answer the question, “by when?” and must be free of arbitrary constraints (such as the quarter, fiscal year, or academic year) imposed by the organization calendar. (Hesselbein, 2002)

The final step, as indicated by Hale, would be to define the measures that you will use in your process. Then establish your performance standards, what is acceptable and what is not. Next measure the results of what you do. Last but not least, measure your efficiency and effectiveness.

Going along with what Nadler and Hale, is Frances Hesselbein concept of planned abandonment.

“Planned abandonment” is to reject outmoded organizational policies, practices, and products. This involves reviewing the organizations mission, customers, what the customer’s value, results, and plans to attain organizational goals. A second step is to examine the organization’s leadership strengths, needs, and approaches; its allocation and development of human resources; its communication of mission and values; and its diversity. The third step of proactive change is introspection and planning for personal development. By aligning the organization’s plan for the future with its plan for leadership and our own personal plans, we become more integrated and innovative.”

Each of these processes to become a HPO are very similar, but yet different. That could be why other organizations have trouble duplicating the results of those that have gone before them.

Barriers to Becoming a High Performance Organization

Even if Hales steps are followed you still have to be careful of barriers that could cause failure. Franklin Ashby gives ten guidelines the must be adhered to in order for successful transformation (Ashby, 1999).

1. The employee opinion is much more important than that of the management.
2. One bad apple in the dominant position can destroy the whole barrel.
3. There is a more direct relationship between organizational culture and profitability than most people realize.

4. There is a greater gap between the perceptions of management and that of workers than most people realize.
5. The true organizational culture can be diagnosed by using appropriate tools.
6. The influence of the informal organizational greater than that of the formal organization in establishing organizational culture.
7. The concept of continuous improvement is not enough to significantly change organizational culture.
8. Organizational cultures, no matter how deeply ingrained, can be improved.
9. Most problems related to a culture arise from management, not employees.
10. A perception is reality in the mind for the perceiver.

These guidelines must be recognized by all and adhered to because people fear change.

Ashby cites five fears of change: fear of the unknown, fear of failure, fear of commitment, fear of disapproval, and the fear of success. These fears can be subsided when they are directly dealt with up front in the process and taken into consideration during the whole process of change.

When employees are expected to be motivated and contribute to the work environment the organization must then put forth a reciprocal effort to take care of those employees (Wood, 1999).

Yet other reasons that planning for an HPO can fail would be if management only looks at the out comes of the process and does not consider what the input and the activities that create the out comes. Next the measurements that are in place have to measure the success directly against key performance challenges. Lastly, an organization has to be able to motivate and inspire the people that are apart of it, and be able to celebrate accomplishments (Hesselbein, 2002).

An organization is a living breathing, dynamic entity that has constantly changing inputs and outputs. Some of these come on a daily basis, others monthly, others are yearly, while some just come and go when ever. Some types of changes that are constant are: changing technology, competition, globalism, supply and demand, customer expectations, government involvement, and ownership of an organization (Nadler, 1992). This can and will create dynamics in the work

force which is its own factor in the outputs of the organization. To become an HPO managing each different input will help direct the outputs of the organization.

The Reality of High Performance Organizations

“Treating people decently and asking them to shine” is all an HPO is, right? (Smith, 2002) Well if it is so easy and the process of becoming one is out there, why do barriers hold an organization back? Smith alludes to four possible aspects of why HPO’s might not be all that they are made out to be.

The first aspect highlighted is why are there studies that show no performance improvement, or have made performance of the organization worse? He cites that the changes could subdue employees and that physical restructure of the organization can cause clustering, instead of the space to grow.

Next Smith asks the question: what impact does this have on the employee’s welfare? These changes could cause employees to lose their jobs, and could also lower the wage gains of the employees. Which is contradictory of what a HPO as of an employee; if an organization asks an employee to become more skilled, they should be paid more for being at a higher skill level.

The third is how come only certain types of organizations have been successful at adapting the HPO concept? Some industries have more ties that control them than others. This makes it more difficult and even unappealing to those organizations.

Lastly, if the benefits of becoming an HPO are so huge; why is there only a hand full of organizations adapting the concept? Smith sites that the expense of becoming and HPO can hold back some organizations; while the size of the organization also has a role in why they would opt not to adhere to the HPO concept.

A different perspective of why organizations do not succeed at or attempt to become an HPO is that there is an emphasis for managers to show short term success with their financial statements (Pfeffer, 1998). Long term results are not rewarded heavily like the short term results are, thus not allowing an organization time to change the culture of the organization. The time that it takes to change the culture of an organization, which could be a minimum of three years or longer, is too long of a time frame for upper management and investors to wait for results.

Another reason that Pfeffer cites is the pressure of shareholders. These pressures are there because the shareholders want a quick return on their investment in that organization. If an organization shows positive short term results, this could draw more investors, which could increase the stock price, thus giving those investors that bought in earlier and positive return on their investment. Investors also are not open to spending money on a high commitment to the human resource management practices (Pfeffer, 1998).

The last possibility that Pfeffer brings to light, is how organizations of today's global economy have to be at the top of their game at all times, due to different crisis that arise quickly and more often. They have many responsibilities to address in the short term, therefore tying financial results to those along with the overall performance of the organization, makes more since then spending time looking into the future to plan ahead (Pfeffer, 1998).

CHAPTER THREE

METHODOLOGY

Description of Methodology

A survey has been developed based on class notes and the finding from a literature review. This survey will be the instrument that will be used to collect information on the barriers that hospitals in Wisconsin experience in striving for success. This survey will be sent out on November 17, 2003 to the Human Resource directors of 133 hospitals. These surveys include a cover letter, a two page survey, a return envelope that has postage included, and a post card to send back separately to confirm completion of the survey and maintain confidentiality.

If there are not enough surveys returned, then follow up phone calls will be placed to those hospitals that have not returned a postcard. The phone calls will gather the information that the survey is designed to do. The responses will be then be tabulated from the surveys gathered. The type of information that is being gathered is quantitative information that will be placed in ranking order to be evaluated. There are two questions that are qualitative that will be open for interpretation based on the finding of the literature review.

Research Design

The first variable that may affect the outcome would be that the survey was designed just for this study and had not been tested to find out the validity of it. Another will be how the subjects answer the questions on the survey. This would also include the rate of response to the mail surveys. The last variable that could directly affect the study would be that the population will be only hospitals in the state of Wisconsin and the information that will be collected in this sector might not be an accurate depiction of all the industries in the state of Wisconsin.

Subjects

Population. The population for this study is the hospitals of Wisconsin. This list was obtained by using www.referenceusa.com at the Placement and Co-op office at the University of Wisconsin-Stout. The search was defined by the SIC code that is defined under Health Services. The SIC code for hospitals is 8062, this SIC code produced 224 possible listing for hospitals.

Sample. The sample size was determined by using a sample chart from Fitz-Gibbon and Morris. Since the population size is 224 hospitals, the sample size should be 133 hospitals for +/- 5 % accuracy.

Instrumentation

The questionnaire, shown in appendix C, that is will be used for this study has been designed by the researcher. The researcher used class notes from the following classes to write the survey:

1. Organizational Development
2. People Process Organizational Culture
3. Management and Coordination of Training
4. Corporate Planning
5. Systems Analysis and Design

Each of these classes gave insight to an organizations culture and how to assess the culture of different types of organizations.

The researcher also used guidelines given by Dillman (1978) to assist in writing the questions. Some of the guidelines that were given were what types of questions to use and what types of information each of those questions would recover. Other aspects that Dillman declared were how to use the piece of paper itself and the words of the survey to get people to participate.

Procedures

On November 17, 2003 surveys were sent out to 133 Human Resource directors. These surveys included a cover letter, a two page survey, a return envelope that has postage included, and a post card to send back separately to confirm completion of the survey and maintain confidentiality. Follow up phone calls will be made to those hospitals that do not return a postcard in one week from the time that the surveys were sent out.

Data Collection

All data collection and recording will be kept in complete confidentiality. To do this the survey have been sent out with a postcard that can be returned separately, so that the researcher will know who sent back information, but not which information they sent back. Since only 10 surveys were returned via the mail. Phone calls have also been made to those hospitals that have not returned a postcard. These phone calls collected information from 11 more hospitals that were willing to participate via the phone. No making differencing marking were made to the surveys that were collected via the phone to keep the confidentiality of the participants.

Data Analysis

Data analysis will be done by the researcher and research advisor. The responses from the surveys will be tabulated from the 21 total surveys, 10 returned surveys and the 11 surveys complete via the phone. The type of information that has been gathered is quantitative information that will be placed in ranking order to be evaluated. There are two questions that are qualitative and are open for interpretation based on the finding of the literature review.

Limitations

This study could show weaknesses due to not testing the validity of the survey instrument prior to sending it out. This could possibly skew the number of surveys returned and what information the survey will return to the researcher.

Another limitation could be the number of surveys returned. This would result in the researcher not having enough information to begin to work with. Phone calls will then be made to gather the information that is asked for on the survey.

The cost of doing the survey would also cause limitations to the study, since this research has been funded by the researcher. This would limit the amount of surveys sent out and the number of repeat times the surveys could be sent out.

CHAPTER FOUR

RESULTS

Results

The return rate was only 10 surveys returned via the mail and 11 gathered from phone conversations with the Human Resource directors from the hospitals that did not return a postcard. The results of each of the questions are listed in appendix E.

From the 21 surveys that were returned most of them employed 251 to 500 employees and were almost equally split with those that have union representation versus those that do not. As for classifying themselves as a high performance organization they were split almost equally also, with the exception that there were four hospitals that did not answer that question.

The factors that were ranked with the highest importance to the success of the organization; employees, talent, customers, productivity, and communication were also ones that were listed on the top three barriers to exceed your goals. The top three barriers to exceed your goals were operating costs, talent, and time. Appendix E lists all of the factors and barriers.

Evidence

In defining what it takes to become a high performance organization there are many factors that make an organization successful but those same factors that make an organization successful are also the barriers that organization has to over come. For instance, employees, talent, customers, productivity, and communication were found to be the top five factors the having a successful hospital environment, but they were also listed as the barriers that cause them not to reach their goals. This could lead you to believe that the vary thing that will make an organization successful could also be the barrier that causes an organization to fail at becoming a high performance organization.

An explanation of why these barriers exist to becoming a high performance organization would be that these factors and barriers are all foundations of any organization. From employees, talent, customers, productivity, and communication all the way to corporate values and training these each corner stones that need to be attended to everyday.

Unanticipated Findings

As the researcher I was not expecting to find that the factors that were indicated to make an organization successful could also be the same that causes the barriers for that organization. These factors could now be the proverbial double edged sword for that organization. Each of the factors must now be carefully monitored on a day to day basis so that they are recognized for there potential gains or loss for that organization.

Summary of Findings

Findings suggest that the research question of why barriers exist to becoming a high performance organization needed to have more pre-work done to know what the barriers were before the survey was sent out. This would have given a better explanation of why the barriers exist. The way that the survey was set up only gave insight to the barriers themselves not the reasons behind them.

CHAPTER FIVE

DISCUSSION

Summary

The study was started on the researcher's knowledge and interest of HPO's then from there was fed by the literature review. Which led the researcher to the questions of what are barriers to becoming an HPO and why do those barriers exist? The information on HPO's can be easily found, but the reasons that organizations fail at becoming an HPO are not. It seems that no one wants to share in their failure, when failure is just as good of a learning tool as success.

The information that was found was based on different types of thinking and methods or in comparisons with HPO's to other ideas like Total Quality Management (TQM). Which made it more difficult to find one point of view on the barriers to becoming an HPO, so therefore there are several different perspectives to the subject.

The results that were collected were primarily about what are the factors to being successful and what are the barriers to that heed that same success. The results did not show why they existed. This is due to the way that the survey was written and because it was not tested before it was sent out to the participants.

Limitations

The biggest limitation was the way that the survey was written and that it had not been tested before it was sent out. For this reason the question of why the barriers that exist in an organization would hold back it back from becoming HPO's was not answered. No more than educated deductions could be made based on the response to the question "In your words why do these barriers affect your organization from taking it to the next level?"

Conclusions

When most businesses look at the opportunities that exist to make themselves better they identify things like better communication, taking better care of the customers, and costs need to be cut to be more competitive. In order to address such thing like this the organization has to know what would be their strengths and their weaknesses, so that the strategy that they put together will utilize the strengths to the fullest potential and also work at the weaknesses of the organization without exploiting them (Hale, 1998).

The hospitals of this study indicated that there are many things to being a successful organization and that just concentrating on one of those will not lead the organization to success. Some of the factors that were indicated to be intricate parts of their success were the employees of the organization, the talent of the employees, the customers that they serve, the productivity of everyone at the organization, and how well people communicate. These factors are the focal point of the organizations big picture; they are the bread and butter of the organization.

As well as the factors that breed success there are barriers that were pointed out by the hospitals in the survey that could hinder the success of the organization. Oddly enough they parallel the factors that are needed to create a successful organization. The top five barriers to the organizations surveyed are: operating costs, talent of the employees, time, resistance to change, and productivity. This study helps show the relationship that is between the success and the failure of an organization. The same factors, such as employees and productivity that can make an organization successful can also be what cause the problems or failure of the organization.

Implications

An implication of the study would be that the culture of the organization will either support or fail to support any type of changes that are made in an organization. So that if an organization uses its strengths to combat its weaknesses or barriers, it might still fail if the culture of the organization does not support that.

Recommendations

Information that could be taken from this research and used in other studies would be the factors that make an organization successful and the barriers that hinder the organization from reaching their goals. This information could assist in other research done on their relationship between the two and why that exists. This information could also be utilized at the hospitals that participated in the study. These hospitals could potentially use this information to support different programs.

An additional recommendation would be for an individual who was interested in the field of medicine and the concept of HPO's could possibly go into one specific hospital and conduct an environmental analysis or any other type of research that has to do with the environment, process, and people involved. This would have been an idealistic way to gather information for a survey such as the one used for this study.

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APPENDIX A



Stout Solutions • Research Services
11 Harvey Hall

University of Wisconsin-Stout
P.O. Box 790
Menomonie, WI 54751-0790

715/232-1126
715/232-1749 (fax)
<http://www.uwstout.edu/rps/>

From: Sue Foxwell, Research Administrator and Human Protections Administrator, UW-Stout Institutional Review Board for the Protection of Human Subjects in Research (IRB)

Subject: Protection of Human Subjects--Expedited Review

Your project, "High Performance Barriers in Wisconsin Hospitals," has been approved by the IRB through the expedited review process. The measures you have taken to protect human subjects are adequate to protect everyone involved, including subjects and researchers.

This project is approved through November 10, 2004. Research not completed by this date must be submitted again outlining changes, expansions, etc. Annual review and approval by the IRB is required.

Thank you for your cooperation with the IRB and best wishes with your project.

***NOTE: This is the only notice you will receive – no paper copy will be sent.**

SF:pe

APPENDIX B

<Date>

<Name>

<Title>

<Organization>

<Address>

<Address>

Dear <Mr/Mrs>,

Striving to become better at what you do is a daily process that takes commitment by all, each day as your organization competes in a global economy you must learn to be better at every aspect of your business; in doing so you capitalize on the strengths and work on the opportunities of your organization.

When striving for success there are often barriers that can hold an organization back. What are the barriers that exist when striving to become a high performance organization? What is a high performance organization?

A *High Performance Organization* (HPO) is an organization that through trust, communication, training, and accountability bring out the best in the people that work for their organization. These people of the organization work together as a large team, each of them knowing their specific responsibility to the team and its success. These organizations are market driven and are ready to make changes at any given time to adapt to their environment.

Many organizations have some characteristics of an HPO, but what is holding them back from obtaining all of the characteristics of an HPO?

Enclosed you will find a brief survey about some of the factors that it takes to build an organization to an HPO. Please take a few moments to fill it out and send it back in the preaddressed and stamped envelope.

By returning this survey you are giving informed consent to use the information that you provide. All the information that is collected is guaranteed full confidentiality. If you have any questions please contact: Julie Koenig (Researcher) at (715)879-4654, Joe Benkowski (Research advisor) at (715)232-5266 or Sue Foxwell (Human Protections Administrator) at 152 Voc. Rehab.; Menomonie, WI 54751 (715)232-1126

Thank you for your time and corporation in advance.

Sincerely,

Julie Koenig
enclosures

APPENDIX C

Number of employees in your organization:

<input type="checkbox"/> 50 or less	<input type="checkbox"/> 501 - 750
<input type="checkbox"/> 51 - 100	<input type="checkbox"/> 751 - 1000
<input type="checkbox"/> 101 - 250	<input type="checkbox"/> 1001 or more
<input type="checkbox"/> 251 - 500	

Does your organization have union representation?

Yes No

Is your organization a high performing organization?

Yes No

Prioritize all of these factors in order of importance to the success of your organization:
(1 being the most important and 20 being the least important)

<input type="checkbox"/> Profit and Loss Statement	<input type="checkbox"/> Shareholders
<input type="checkbox"/> Employees	<input type="checkbox"/> Corporate values
<input type="checkbox"/> Productivity	<input type="checkbox"/> Technology
<input type="checkbox"/> Safety	<input type="checkbox"/> Quarterly sales
<input type="checkbox"/> Annual budgeting	<input type="checkbox"/> Communication
<input type="checkbox"/> Operating cost	<input type="checkbox"/> Time
<input type="checkbox"/> Resistance to change	<input type="checkbox"/> Training
<input type="checkbox"/> Structure	<input type="checkbox"/> Competition
<input type="checkbox"/> Customers	<input type="checkbox"/> Facilities
<input type="checkbox"/> Talent	<input type="checkbox"/> Quality

From the previous 20 factors what are the 3 factors that create the largest barriers for your organization when striving to exceed your goals? (write in the factors)

_____ Largest barrier
 _____ Second largest barrier
 _____ Third largest barrier

In your words why do these barriers affect your organization from taking it to the next level?

(continue on other side)

Your organizations culture is the most important part of the organization.

True False

Responsibility in the organization is pushed down to the employees.

True False

There is a high level of trust within your organization.

True False

The values of your organization are considered when making all decisions regarding the future of the organization? (please mark only one)

- Always True
- Usually True
- Sometimes True
- Rarely True
- Not True

You always celebrate achievements made in the organization? (please mark only one)

- Always True
- Usually True
- Sometimes True
- Rarely True
- Not True

What one best describes the structure of your organization?

- Top-down
- Bottom-up
- Flat
- Lean

How are ideas, suggestions, and concerns handled in your organization?

APPENDIX D

**THANK YOU FOR YOUR TIME!
YOUR RESPONSE IS GREATLY
APPRECIATED.**



To ensure complete confidentiality please return this card separately from your survey response.



Again thank you for your time and participation. If you are interested in obtaining a copy of the results from this survey please check the box below.

Yes, I would like a copy of the results. #

APPENDIX E

Survey Results

Number of employees in your organization:

Number of employees	Survey results
101-250	4
251-500	8
501-750	3
751-1000	2
1001 or more	4

Does your organization have union representation?

Yes	10
No	11

Is your organization a high performance organization?

Yes	9
No	8
No Response	4

Prioritize all of these factors in order of importance to the success of your organization: (1 being the most important and 20 being the least important)

These are in order according to how the participants ranked each factor on the survey.

- | | |
|----------------------------|--------------------------|
| 1. Employees | 11. Facilities |
| 2. Talent | 12. Structure |
| 3. Customers | 13. Time |
| 4. Productivity | 14. Safety |
| 5. Communication | 15. Annual budgeting |
| 6. Profit & Loss Statement | 16. Training |
| 7. Operating Cost | 17. Shareholders |
| 8. Quality | 18. Quarterly Sales |
| 9. Corporate values | 19. Competition |
| 10. Technology | 20. Resistance to change |

From the previous 20 factors what are the 3 factors that create the largest barriers for your organization when striving to exceed your goals?

The following factors are in order according the number of times that they were listed as an answer for this question.

Operating Cost	12
Talent	12
Time	10
Resistance to change	8
Productivity	6
Profit and Loss Statement	3
Employees	3
Technology	3
Corporate values	2
Structure	1
Customers	1
Communication	1
Training	1

In your words why do these barriers affect your organization from taking it to the next level?

These are the comments that were made by the participants for this question.

1. Never enough time to do all you want to do.
2. Never enough money to do all you want to do.
3. Pockets of staff resistance to change eats up both time and money to get them “on board” with change.
4. We are part of a larger multi-state organization and are restricted by their values in our market.
5. Well trained employees hard to find – productivity
6. And need to move fast make time a precious commodity.
7. Costs going up faster then revenue – Pressure from customers to keep costs down.
8. Personnel innovation creates “territory ism”
9. Difficult to retain and recruit technical and professional staff – competition is really great – the numbers turned out isn’t enough to keep up with demand.
10. Real tuff competition for non-medical pts in healthcare government reimbursement falls for short of costs. We need more third party paying pts.
11. With such a large amount of dollars being captured by Medicare and HMO’s its hard to operate in the black.
12. Ability to invest in growth to keep up with the technological changes-Medicare is actually changing we need to be fluid and change with it.
13. It takes money and profits to maintain quality, technology, and pay employees for recruitment and retention.
14. Whether we can succeed in a labor intensive industry depends primarily on the availability and capability of people.
15. Never enough time to get everything done.
16. Resistance to change, of any kind, is the biggest barrier.

17. Technology is always changing – time and money are never enough to be on the top of all of the possible changes so you pick and choose.
 18. You have to pick and choose-can't do it all.
 19. Finding talent.

Your organizations culture is the most important part of the organization.

True	14
False	6
No response	1

Responsibility in the organization is pushed down to the employees.

True	16
False	2
No response	3

There is a high level of trust within your organization.

True	12
False	8
No response	1

The values of your organization are considered when making all decisions regarding the future of the organization?

Always True	8
Usually True	7
Sometimes True	5

Average of the scores = 1.85

You always celebrate achievements made in the organization?

Always True	6
Usually True	11
Sometimes True	3

Average of the scores = 1.85

What one best describes the structure of your organization?

Top-down	10
Bottom-up	0
Flat	3
Lean	7

How are ideas, suggestions, and concerns handled in your organization?

1. Not well.
2. Direct communication – verbal or written.
3. Responses given back as to what action was taken, even if it is no action and a reason for why it was done.
4. Committee approach – slow, but valuable.
5. We have a suggestion box. All suggestions are sorted out by HR committee some go up to executive management team (EMT) the rest are dealt with by the HR committee. Most other matters are handled by the EMT and then worked on with department leads.
6. Committee of leaders.
7. Employee Hot line.
8. Audit department.
9. Corporate compliance office.
10. Department specific by manager.
11. Executive rounding.
12. Direct communication between employees and managers.
13. It depends on the issue (operational vs. financial vs. personnel relations). Most issues are handled within the immediate work group or between supervisor and subordinate.
14. Open forum-people are encouraged to speak freely to their supervisors.
15. Though the chain of command.
16. Open communication-Open door.
17. Suggestion box.
18. Suggestion box that the HR department handles.
19. Suggestion boxes.
20. Open door.