University of Huddersfield Repository

Dahiyat, Samir Eid

Exploring organisational agility in healthcare: a case study investigation

Original Citation


This version is available at http://eprints.hud.ac.uk/20023/

The University Repository is a digital collection of the research output of the University, available on Open Access. Copyright and Moral Rights for the items on this site are retained by the individual author and/or other copyright owners. Users may access full items free of charge; copies of full text items generally can be reproduced, displayed or performed and given to third parties in any format or medium for personal research or study, educational or not-for-profit purposes without prior permission or charge, provided:

- The authors, title and full bibliographic details is credited in any copy;
- A hyperlink and/or URL is included for the original metadata page; and
- The content is not changed in any way.

For more information, including our policy and submission procedure, please contact the Repository Team at: E.mailbox@hud.ac.uk.

http://eprints.hud.ac.uk/
APPENDIX A: The Interview Questions
Schedule / Protocol
Research Questionnaire for Direct Interviews

Before commencement:

1. Introduce Yourself and The Study
2. Name of Respondent: (Optional) ________________________
3. Job Title/Position: ____________________________________

Date: __________________
Time began: ____________
Time ended: ____________

First Part: -

How the Concept of Organisational Agility is Understood and Perceived in Health Care Organisations.

The following are a number of definitions of “organisational agility”: - (Give each respondent a copy of these definitions to read)

a. “An organisation-wide capability to respond rapidly to market changes and to cope flexibly with unexpected change in order to survive unprecedented threats from the business environment.”

b. “The successful exploitation of competitive bases (speed, flexibility, innovation, proactivity, quality and profitability) through the integration of reconfigurable resources and best practices in a knowledge-rich environment to provide customer-driven products and services in a fast changing market environment.”

c. “The ability to thrive in an environment of continuous and unpredictable change.”

d. “A set of capabilities used by organisations to enable them to respond and adapt to changes in the environment.”

e. “The ability to move or act quickly and easily”

f. “The ability to co-ordinate and integrate selectively physical resources, people and processes, knowledge and skills, regardless of their organisational location, within an organisation or in other organisations: suppliers, partners, or even customers themselves, required to create, produce, deliver, and support a constantly changing mix of goods and services for changeable markets.”
**Question 1:** - After having been exposed to a number of definitions that can provide you with an idea of what “organisational agility” means: -

1.a What do you understand from the term: “organisational agility”? How would you describe it in your own words?

__________________________________________________________________________________________________________________________________________________________

__________________________________________________________________________________________________________________________________________________________

__________________________________________________________________________________________________________________________________________________________

__________________________________________________________________________________________________________________________________________________________

1.b What, from your experience and view, does the concept of “organisational agility” mean to and/or imply for a “health care provider” organisation/hospital?

__________________________________________________________________________________________________________________________________________________________

__________________________________________________________________________________________________________________________________________________________

__________________________________________________________________________________________________________________________________________________________

__________________________________________________________________________________________________________________________________________________________

1.c How relevant do you think the concept of “organisational agility” is to the “day-to-day” reality affecting the management and operation of a “health care provider” organisation (hospital)?

<table>
<thead>
<tr>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
</tr>
</thead>
<tbody>
<tr>
<td>Not Relevant</td>
<td>Most Relevant</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Reason/s:

If “Not Relevant”:
__________________________________________________________________________________________________________________________________________________________
__________________________________________________________________________________________________________________________________________________________
__________________________________________________________________________________________________________________________________________________________

If “Relevant”:
__________________________________________________________________________________________________________________________________________________________
__________________________________________________________________________________________________________________________________________________________
__________________________________________________________________________________________________________________________________________________________
1.d Do you feel that there is a definition from the previous list, which you feel/think best provides a clear idea of the concept of "organisational agility", if any? Why?
_____________________________________________________________________
_____________________________________________________________________
_____________________________________________________________________
_____________________________________________________________________

1.e What would be the suggestions/modifications that you would make to any of these definitions so that it can provide you with a clearer idea of the concept of “organisational agility”, in general?
_____________________________________________________________________
_____________________________________________________________________
_____________________________________________________________________
_____________________________________________________________________

1.f What would be the suggestions/modifications that you would make to any of these definitions to make it more suitable to a “health care provider” organisation?
_____________________________________________________________________
_____________________________________________________________________
_____________________________________________________________________
_____________________________________________________________________

Question 2: - 2.a Based upon your experience and professional view, what would be the definition that you would give for “Organisational Agility”, when trying to explain the concept to your colleagues working in “health care provider” organisations / hospitals? (Either own definition or one from the list above)
_____________________________________________________________________
_____________________________________________________________________
_____________________________________________________________________
_____________________________________________________________________

2.b Why do you think that this definition is the most appropriate in a “health care provider” organisation / hospital context?
_____________________________________________________________________
_____________________________________________________________________
_____________________________________________________________________
_____________________________________________________________________

A1
Second Part: -

The Perceived Need for Agility in Health Care Organisations (Drivers of Agility).

**Question 3:**

3.a From your experience, what are the main factors or parties that exist in the external environment affecting your hospital, which you consider to be the main sources of changes affecting the management and operation of your hospital, and the way it delivers health care services? (*List them*)

________________________________________________________________________________________

________________________________________________________________________________________

________________________________________________________________________________________

________________________________________________________________________________________

________________________________________________________________________________________

________________________________________________________________________________________

3.b What is the nature of changes associated with each of these factors?

________________________________________________________________________________________

________________________________________________________________________________________

________________________________________________________________________________________

________________________________________________________________________________________

________________________________________________________________________________________

________________________________________________________________________________________

3.c How do you think your hospital can respond to each/all of these changes? In other words, what, in your view and experience, are the capabilities or attributes that can enable your hospital to effectively respond and deal with these changes?

________________________________________________________________________________________

________________________________________________________________________________________

________________________________________________________________________________________

________________________________________________________________________________________

________________________________________________________________________________________

________________________________________________________________________________________
Earlier in Question 3.a, you have identified a number of environmental factors affecting your hospital, which you consider to be the main sources of changes affecting the management and operation of your hospital, and its delivery of health care services.

**Question 4: 4.a** Using the scale provided, how would you rate the extent to which changes brought about by each of the factors, which you have identified earlier, can be predicted/expected?

<p>| | | | | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>a.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>6</td>
</tr>
<tr>
<td></td>
<td>Highly Predictable Rate of Change</td>
<td>Highly Unpredictable Rate of Change</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>b.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>c.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>d.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>e.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>f.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>g.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
</tbody>
</table>
**Question 5:**

5.a Using the scale provided, how would you rate the *amount of change* that is taking place in each of the environmental factors you have identified in **Question 3.a** as affecting your organisation?

5.b Also, using the scale provided, how would you rate the *importance* of each of these environmental factors, in terms of *their effect on the operation, delivery of health service and, thus, well being of your hospital?* [Probe for reasons]

<table>
<thead>
<tr>
<th>Amount of Change</th>
<th>Importance of its Effect</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 2 3 4</td>
<td>1 2 3 4</td>
</tr>
<tr>
<td>Very Low</td>
<td>Very Low</td>
</tr>
<tr>
<td>Very High</td>
<td>Very High</td>
</tr>
<tr>
<td>Low</td>
<td>High</td>
</tr>
</tbody>
</table>

Reason for Amount of Change and Importance of its Effect

__________________________________________________________________________

__________________________________________________________________________

b. 1 2 3 4 1 2 3 4

Reason for Amount of Change and Importance of its Effect

__________________________________________________________________________

__________________________________________________________________________

c. 1 2 3 4 1 2 3 4

Reason for Amount of Change and Importance of its Effect

__________________________________________________________________________

__________________________________________________________________________

d. 1 2 3 4 1 2 3 4

Reason for Amount of Change and Importance of its Effect

__________________________________________________________________________

__________________________________________________________________________
e.  ---------------------------

<table>
<thead>
<tr>
<th>Amount of Change</th>
<th>Importance of its Effect</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 2 3 4</td>
<td>1 2 3 4</td>
</tr>
</tbody>
</table>

Reason for Amount of Change and Importance of its Effect
__________________________________________________________________________

f.  ---------------------------

<table>
<thead>
<tr>
<th>Amount of Change</th>
<th>Importance of its Effect</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 2 3 4</td>
<td>1 2 3 4</td>
</tr>
</tbody>
</table>

Reason for Amount of Change and Importance of its Effect
__________________________________________________________________________

Question 6: - 6.a Who do you consider to be your customers? [Reasons for answer and Probe.]
__________________________________________________________________________
__________________________________________________________________________
__________________________________________________________________________
__________________________________________________________________________
__________________________________________________________________________
__________________________________________________________________________

6.b What do you think are the things that these customers would expect from the service, which you may provide to them? (If not mentioned in the answer to the question above)
__________________________________________________________________________
__________________________________________________________________________
__________________________________________________________________________
__________________________________________________________________________
__________________________________________________________________________
Question 7:  7.a Who are your competitors whom you consider to be competing with your hospital in its delivery and provision of health care services?
**Question 8:**

8.a The following are a number of environmental factors, which are believed to affect your hospital, and that are constantly changing. In your experience and view, and using the scale below, how would you rate the amount of change taking place in each of these environmental factors?

8.b Also, using the scale provided, how would you rate the importance of each of these environmental factors, in terms of their effect on the operation, delivery of health service and, thus, well being of your hospital?

<table>
<thead>
<tr>
<th>Amount of Change</th>
<th>Importance of its Effect</th>
<th>Reason for Importance</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1 2 3 4</td>
<td>1 2 3 4</td>
</tr>
<tr>
<td>Changes in the needs, requirements and expectations of <strong>Patients</strong></td>
<td>Very Very Low High</td>
<td>Very Very Low High</td>
</tr>
<tr>
<td>Changes in the demand made by <strong>Patients</strong> on your service</td>
<td>Very Very Low High</td>
<td>Very Very Low High</td>
</tr>
<tr>
<td>Changes in the needs, requirements and expectations of <strong>General Practitioners</strong></td>
<td>1 2 3 4</td>
<td>1 2 3 4</td>
</tr>
<tr>
<td>Changes in the demand made by <strong>General Practitioners</strong> on your service</td>
<td>1 2 3 4</td>
<td>1 2 3 4</td>
</tr>
<tr>
<td></td>
<td>Amount of Change</td>
<td>Importance of its Effect</td>
</tr>
<tr>
<td>------------------------------------------------------------------</td>
<td>------------------</td>
<td>--------------------------</td>
</tr>
<tr>
<td>Changes in the needs, requirements and expectations of Health</td>
<td>1 2 3 4</td>
<td>1 2 3 4</td>
</tr>
<tr>
<td>Authorities</td>
<td>Low</td>
<td>High</td>
</tr>
<tr>
<td>Changes in the demand made by Health Authorities on your service</td>
<td>1 2 3 4</td>
<td>1 2 3 4</td>
</tr>
<tr>
<td>Changes in the structure of competition, in terms of the Emergence of New Competitors in the form of Private Sector Hospitals</td>
<td>1 2 3 4</td>
<td>1 2 3 4</td>
</tr>
<tr>
<td>Changes in the structure of competition, in terms of the Emergence of New Competitors in the form of Overseas Health Care Providers</td>
<td>1 2 3 4</td>
<td>1 2 3 4</td>
</tr>
</tbody>
</table>
- Emergence of new competitors in the form of Other NHS Trusts /Hospitals

- Changes in Governmental Policies, Plans and Initiatives (Introduction of new initiatives and plans that affect the management, operation and delivery of health services)

- Changes in Innovations in Medical Technology (e.g. New Drugs; New Methods of Diagnosis and Treatment; etc…)

- Changes in Supplies of Workforce (e.g. professional staff including consultants, doctors, nurses)
<table>
<thead>
<tr>
<th>Any other factors</th>
<th>Amount of Change</th>
<th>Importance of its Effect</th>
<th>Reason for Importance</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Question 9: 9.a The following are a number of environmental factors, which are believed to affect your hospital, and that are constantly changing. In your experience and view, and using the scale below, to what extent do you think the rate of change in each of these environmental factors is predictable (can be predicted)?

- Changes in the needs, requirements and expectations of Patients
  - Changes in the demand made by patients on your service
  - Changes in the needs, requirements and expectations of General Practitioners
  - Changes in the demand made by General Practitioners on your service
  - Changes in the needs, requirements and expectations of Health Authorities
  - Changes in the demand made by Health authorities
  - Changes in the structure of competition, in terms of the Emergence of New Competitors in the form of Private Sector Hospitals
• Changes in the structure
  Of competition, in terms of the emergence of Overseas Health Care Providers

<p>| | | | | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>6</td>
</tr>
</tbody>
</table>

  Highly Predictable Highly Unpredictable

• Emergence of new competitors
  In the form of Other NHS Trusts /Hospitals

<p>| | | | | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>6</td>
</tr>
</tbody>
</table>

• Changes in Governmental Policies, Plans, and Initiatives
  (Introduction Of new initiatives and plans that affect the management, operation and delivery of health services)

<p>| | | | | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>6</td>
</tr>
</tbody>
</table>

• Changes in Innovations in Medical Technology
  (e.g. New Drugs; New Methods of Diagnosis and Treatment; etc…)

<p>| | | | | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>6</td>
</tr>
</tbody>
</table>

• Changes in Supplies of Workforce
  (e.g. Professional staff including consultants, doctors, nurses)

<p>| | | | | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>6</td>
</tr>
</tbody>
</table>

• Any other factors

  ______________________________

<p>| | | | | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>6</td>
</tr>
</tbody>
</table>

  ______________________________

<p>| | | | | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>6</td>
</tr>
</tbody>
</table>

  ______________________________
**Question 10:** 10.a In your experience from working in this hospital, how would you evaluate the need to be flexible, adaptable and responsive in dealing with the changes brought about by the following parties?

<table>
<thead>
<tr>
<th>Degree of Need Party</th>
<th>Very Low 1</th>
<th>Fairly Low 2</th>
<th>Slightly Low 3</th>
<th>Slightly High 4</th>
<th>Fairly High 5</th>
<th>Very High 6</th>
</tr>
</thead>
<tbody>
<tr>
<td>Patients Needs and Expectations</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>General Practitioners Requirements</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Health Authorities Requirements</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Competition from Other NHS Hospitals</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Competition from Private Hospitals</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Competition from Overseas Hospitals</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Requirements and Government Plan, Policies, and Initiatives</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Any other</td>
<td>..................</td>
<td>..................</td>
<td>..................</td>
<td>..................</td>
<td>...............</td>
<td>...............</td>
</tr>
</tbody>
</table>
Third Part: -

The Capabilities That Underpin The Agility of Health Care Organisations.

Question 11: 11.a In your view and from your experience in managing/working in healthcare organisations, what are the sort of capabilities or attributes that you think can enable your hospital to adapt, and respond to each/all of the various changes discussed earlier and, thus, thrive in an environment of continuous and unpredictable change? (Probe in terms of: organisation structure; culture, technology, leadership)

_____________________________________________________________________
_____________________________________________________________________
_____________________________________________________________________
_____________________________________________________________________
_____________________________________________________________________
_____________________________________________________________________
_____________________________________________________________________
_____________________________________________________________________

11.b To what extent do you think is renewing and updating the skills, knowledge and competency base in the organisation important for enabling it to deal and cope with change?

1  2  3  4

<table>
<thead>
<tr>
<th>Not important</th>
<th>Very important</th>
</tr>
</thead>
</table>

Reason If Important:
_____________________________________________________________________
_____________________________________________________________________
_____________________________________________________________________
_____________________________________________________________________
_____________________________________________________________________

11.c What are the capabilities existent in your hospital, which you believe are considered areas of strengths that enable it to effectively respond and deal with the changes and pressures posed on it by the external environment?

_____________________________________________________________________
_____________________________________________________________________
_____________________________________________________________________
_____________________________________________________________________
_____________________________________________________________________
_____________________________________________________________________
_____________________________________________________________________
_____________________________________________________________________

11.d Are there areas/aspects that might need improvement in order to increase the hospital’s responsiveness and adaptation to change? What might these be?

_____________________________________________________________________
_____________________________________________________________________
_____________________________________________________________________
_____________________________________________________________________
_____________________________________________________________________
_____________________________________________________________________
_____________________________________________________________________
_____________________________________________________________________

Reason If Not Important:
_____________________________________________________________________
_____________________________________________________________________
_____________________________________________________________________
_____________________________________________________________________
_____________________________________________________________________
_____________________________________________________________________
_____________________________________________________________________
_____________________________________________________________________

_____________________________________________________________________
_____________________________________________________________________
_____________________________________________________________________
_____________________________________________________________________
_____________________________________________________________________
_____________________________________________________________________
_____________________________________________________________________
_____________________________________________________________________

_____________________________________________________________________
_____________________________________________________________________
_____________________________________________________________________
_____________________________________________________________________
_____________________________________________________________________
_____________________________________________________________________
_____________________________________________________________________
_____________________________________________________________________
Question 12: - The following is a copy of the preliminary original model developed by the research project, which aims at creating organisational agility as a means of dealing with continuous and unpredictable change. (Provide a copy for each respondent)

- What are your comments and thoughts regarding the factors/capabilities outlined as creating organisational agility?

- Are there any factors or capabilities or practices that you think should be included or modified?