

# **University of Huddersfield Repository**

Dahiyat, Samir Eid

Exploring organisational agility in healthcare: a case study investigation

# **Original Citation**

Dahiyat, Samir Eid (2004) Exploring organisational agility in healthcare: a case study investigation. Doctoral thesis, University of Huddersfield.

This version is available at http://eprints.hud.ac.uk/id/eprint/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**

| Date:       |   |
|-------------|---|
| Time began: | _ |
| Time ended: | _ |

#### Before commencement:

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

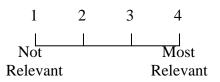
#### First Part: -

## <u>How the Concept of Organisational Agility is Understood and Perceived in</u> <u>Health Care Organisations.</u>

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.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)?



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 <u>more suitable to a</u> <u>"health care provider" organisation</u>?

\_\_\_\_\_

<u>Question 2</u>: - 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?

\_\_\_\_\_

## 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.
- **<u>Question 4</u>: - 4.a** <u>Using the scale provided</u>, 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*?

|   | 1                                     | 2        | 3 | 4 | 5           | 6                                  |
|---|---------------------------------------|----------|---|---|-------------|------------------------------------|
| а | -                                     |          |   |   |             |                                    |
|   | Highly<br>Predictable<br>Rate of Char | e<br>ige |   |   | Unr<br>Rate | Highly<br>predictable<br>of Change |
| b | 1                                     | 2        | 3 | 4 | 5           | 6                                  |
|   |                                       |          |   |   |             |                                    |
|   |                                       |          |   |   |             |                                    |
| C | 1                                     | 2        | 3 | 4 | 5           | 6                                  |
|   |                                       |          |   |   |             |                                    |
| d | 1                                     | 2        | 3 | 4 | 5           | 6                                  |
| e | 1                                     | 2        | 3 | 4 | 5           | 6                                  |
| f | 1<br>                                 | 2        | 3 | 4 | 5           | 6                                  |
| g | 1                                     | 2        | 3 | 4 | 5           | 6                                  |

- <u>**Question 5: 5.a**</u> 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]

[Probe for reasons]

|                                    | Amount of Chan          | ge Import                            | Importance of its Effect |  |  |  |  |  |
|------------------------------------|-------------------------|--------------------------------------|--------------------------|--|--|--|--|--|
| a                                  |                         | 4 1<br>_J L<br>/ery Very<br>ligh Low | 2 3 4<br>Very<br>High    |  |  |  |  |  |
| Reason for Amount of Change and I  | mportance of its Effect |                                      |                          |  |  |  |  |  |
| b                                  |                         | 4 1                                  | 2 3 4                    |  |  |  |  |  |
| Reason for Amount of Change and I  | mportance of its Effect |                                      |                          |  |  |  |  |  |
| С                                  | 1 2 3<br>L              | 4 1<br>L                             | 2 3 4                    |  |  |  |  |  |
| Reason for Amount of Change and In | mportance of its Effect |                                      |                          |  |  |  |  |  |
| d                                  | 1 2 3                   | 4 1<br>                              | 2 3 4                    |  |  |  |  |  |
| Reason for Amount of Change and I  | mportance of its Effect |                                      |                          |  |  |  |  |  |

|                                  |   | Amou              | nt of Cha         | Importance of its Effec |              |          |                   |  |  |
|----------------------------------|---|-------------------|-------------------|-------------------------|--------------|----------|-------------------|--|--|
| e                                |   | 1<br>Very<br>Low  |                   | 4<br>Very<br>High       | Very         | 2 3      | 4<br>Very<br>High |  |  |
| Reason for Amount                | of Change and I   | mportance o       | of its Effe       | ect                     |              |          |                   |  |  |
| f<br>Reason for Amount           | of Change and I   | 1<br>mportance o  | 23<br>bf its Effe |                         | 12           | 2 3      | 4                 |  |  |
| g<br>Reason for Amount           | of Change and I   | 1<br>mportance of | 2 3               |                         | 12           | 2 3      | 4                 |  |  |
| Question 6: - 6.a<br>and Probe.] | Who do you d  | consider to       | be your           | custome                 | ers? [Reason | s for ar | iswer             |  |  |
|                                  |   |                   |                   |                         |              |          |                   |  |  |
| 6.1                              | <b>b</b> What do yo<br>would expe<br>them? ( <i>If no</i> | ct from the       | e servic          | e, which                | n you may p  | provide  | e to              |  |  |
|                                  |   |                   |                   |                         |              |          |                   |  |  |

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? 

<u>Question 8</u>: - 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*?

|   |   | An                    | Amount of Change |       |                   |                       | ortance | e of its l | <b>Reason for Importance</b> |  |
|---|---|-----------------------|------------------|-------|-------------------|-----------------------|---------|------------|------------------------------|--|
| • | Changes in the needs,<br>requirements and<br>expectations of <b>Patients</b>              | 1<br>L<br>Very<br>Low | 2                | 3     | 4<br>Very<br>High | 1<br>L<br>Very<br>Low | 2       | 3          | 4<br>Very<br>High            |  |
| • | Changes in the <b>demand made</b><br><b>by Patients</b> on your service                   | 1<br>L<br>Very<br>Low | 2                | 3     | 4<br>Very<br>High | 1<br>L<br>Very<br>Low | 2       | 3          | 4<br>Very<br>High            |  |
| • | Changes in the needs,<br>requirements and<br>expectations of <b>General Practitioners</b> | 1<br>L                | 2                | 3     | 4                 | 1<br>L                | 2       | 3          | 4                            |  |
| ٠ | Changes in the <b>demand made</b><br>by General Practitioners on your service             | 1<br>L                | 2                | 3<br> | 4                 | 1<br>[                | 2       | 3          | 4                            |  |

|   |  | An    | nount o | f Chan | ge     | Impo  | ortance | e of its | <b>Reason for Importance</b> |  |
|---|--|-------|---------|--------|--------|-------|---------|----------|------------------------------|--|
| • | Changes in the needs, requirements<br>and expectations of<br><b>Health Authorities</b> | 1<br> | 2       | 3      | 4<br>  | 1     | 2       | 3        | 4                            |  |
|   |  | Low   | •       | •      | High   | Low   |         |          | High                         |  |
| • | Changes in the <b>demand made by</b>   | 1     | 2       | 3      | 4      | 1     | 2       | 3        | 4                            |  |
|   | Health Authorities on your service   | L     |         |        | ]      |       |         |          | ]                            |  |
| • | Changes in the structure of competition, in terms of the Emergence of New              |       |         |        |        |       |         |          |                              |  |
|   | Competitors in the form of<br>Private Sector Hospitals                                 | 1<br> | 2       | 3<br>  | 4<br>l | 1<br> | 2       | 3        | 4<br>l                       |  |
| • | Changes in the structure of of competition,  |       |         |        |        |       |         |          |                              |  |
|   | in terms of the Emergence of   | 1     | 2       | 3      | 4      | 1     | 2       | 3        | 4                            |  |
|   | New Competitors in the form of<br>Overseas Health Care Providers                       | . L   |         |        |        |       |         |          |                              |  |

- Emergence of new competito • in the form of Other NHS Tru /Hospitals
- Changes in Governmental P Plans and Initiatives (Introd of new initiatives and plans th the management, operation a delivery of health services)
- .

| Changes in <b>Innovations in Medical</b><br>Technology (e.g. New Drugs; |   |   |   |   |          |   |   |          |      |  |
|---|---|---|---|---|----------|---|---|----------|------|--|
| New Methods of Diagnosis  | 1 | 2 | 3 | 4 | 1        | 2 | 3 | 4        | <br> |  |
| and Treatment; etc)   | · |   |   | I | <u> </u> |   |   | <u> </u> |      |  |

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

|                       | A          | of Chan | ige | Impo     | ortance | e of its ] | Reason for Importanc |          |  |  |
|-----------------------|------------|---------|-----|----------|---------|------------|----------------------|----------|--|--|
| ors                   | 1          | 2       | 3   | 4        | 1       | 2          | 3                    | 4        |  |  |
| usts                  | . L        |         |     |          |         |            |                      |          |  |  |
|                       | Low        |         |     | High     | Low     |            |                      | High     |  |  |
| Policies,             |            | -       | -   |          |         | -          | -                    |          |  |  |
| duction<br>hat affect | . <b>1</b> | 2       | 3   | 4        | 1       | 2          | 3                    | 4        |  |  |
| and                   |            |         |     |          |         |            |                      |          |  |  |
|                       |            |         |     |          |         |            |                      |          |  |  |
| <b>Nedical</b>        |            |         |     |          |         |            |                      |          |  |  |
| ,                     | 1          | 2       | 3   | 4        | 1       | 2          | 3                    | 4        |  |  |
|                       |            |         |     | <u> </u> |         |            |                      | <u> </u> |  |  |
|                       |            |         |     |          |         |            |                      |          |  |  |
| rkforce               | _1         | 2       | 3   | 4        | 1       | 2          | 3                    | 4        |  |  |

|                   | A | ge | Imp | ortance | of its E | Effect | <b>Reason for Importance</b> |   |  |
|-------------------|---|----|-----|---------|----------|--------|------------------------------|---|--|
| Any other factors | 1 | 2  | 3   | 4       | 1        | 2      | 3                            | 4 |  |
|                   |   |    |     |         | <u> </u> |        |                              |   |  |
|                   |   |    |     |         |          |        |                              |   |  |

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)?

|   | Highly<br>Predicta<br>Ite of Ch | ble | 3 | 4 | Unp | 6<br>Highly<br>predictable<br>of Change |
|---|---------------------------------|-----|---|---|-----|---|
| <ul> <li>Changes in the demand<br/>made by patients on your<br/>service</li> </ul>  | r 1                             | 2   | 3 | 4 | 5   | 6                                       |
| <ul> <li>Changes in the needs,<br/>requirements and<br/>expectations of<br/>General Practitioners</li> </ul>  | 1                               | 2   | 3 | 4 | 5   | 6<br>                                   |
| <ul> <li>Changes in the demand<br/>made by<br/>General Practitioners<br/>on your service</li> </ul>   | 1<br>L                          | 2   | 3 | 4 | 5   | 6                                       |
| <ul> <li>Changes in the needs,<br/>requirements and<br/>expectations of<br/>Health Authorities</li> </ul>   | 1                               | 2   | 3 | 4 | 5   | 6                                       |
| <ul> <li>Changes in the demand<br/>made by Health authoriti</li> </ul>  | 1<br>es                         | 2   | 3 | 4 | 5   | 6                                       |
| <ul> <li>Changes in the structure<br/>of competition, in terms of<br/>the Emergence of New<br/>Competitors in the form of<br/>Private Sector Hospitals</li> </ul> | 1<br>f                          | 2   | 3 | 4 | 5   | 6                                       |

| <ul> <li>Changes in the structure<br/>Of competition, in terms of<br/>the emergence of Overseas<br/>Health Care Providers</li> </ul>  | 1<br>L<br>Highly<br>Predicta |   | 3 | 4     | 5<br> <br>Unpredic | 6<br>l<br>Highly<br>ctable |
|---|------------------------------|---|---|-------|--------------------|----------------------------|
| <ul> <li>Emergence of new competitors<br/>In the form of Other NHS<br/>Trusts /Hospitals</li> </ul>   | 1                            | 2 | 3 | 4<br> | 5<br>              | 6                          |
| • Changes in <b>Governmental</b><br><b>Policies, Plans, and Initiatives</b><br>(Introduction Of new initiatives<br>and plans that affect the<br>management, operation and<br>delivery of health services) | 1                            | 2 | 3 | 4     | 5                  | 6                          |
| <ul> <li>Changes in Innovations<br/>in Medical Technology<br/>(e.g. New Drugs; New Methods<br/>of Diagnosis and Treatment; etc.</li> </ul>  | 1<br><br>)                   | 2 | 3 | 4     | 5                  | 6                          |
| <ul> <li>Changes in Supplies of Workforce<br/>(e.g. Professional staff including<br/>consultants, doctors, nurses)</li> </ul>   | e 1                          | 2 | 3 | 4<br> | 5                  | 6                          |
| Any other factors   | 1                            | 2 | 3 | 4     | 5                  | 6                          |
|   | 1                            | 2 | 3 | 4<br> | 5<br>              | 6                          |

**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?

| Degree of Need<br>Party  | Very<br>Low<br>1 | Fairly<br>Low<br>2 | Slightly<br>Low<br>3 | Slightly<br>High<br>4 | Fairly<br>High<br>5 | Very<br>High<br>6 |
|--|------------------|--------------------|----------------------|-----------------------|---------------------|-------------------|
| Patients Needs<br>and<br>Expectations                                |                  |                    |                      |                       |                     |                   |
| General<br>Practitioners<br>Requirements                             |                  |                    |                      |                       |                     |                   |
| Health<br>Authorities<br>Requirements                                |                  |                    |                      |                       |                     |                   |
| Competition<br>from Other<br>NHS Hospitals                           |                  |                    |                      |                       |                     |                   |
| Competition<br>from Private<br>Hospitals                             |                  |                    |                      |                       |                     |                   |
| Competition<br>from Overseas<br>Hospitals                            |                  |                    |                      |                       |                     |                   |
| Requirements<br>and Government<br>Plan, Policies,<br>and Initiatives |                  |                    |                      |                       |                     |                   |
| Any other  |                  |                    |                      |                       |                     |                   |
|  |                  |                    |                      |                       |                     |                   |

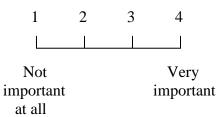
## Third Part: -

## 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?



Reason If Important:

Reason If Not 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?

- <u>Question 12</u>: 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. (<u>Provide</u> <u>a copy for each respondent</u>)
- 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?