



University of HUDDERSFIELD

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: -

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.”

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?

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?*

a. -----	1 2 3 4 5 6 ----- Highly Predictable Highly Unpredictable Rate of Change Rate 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 2 3 4 5 6 -----
g. -----	1 2 3 4 5 6 -----

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]

a. -----	Amount of Change				Importance of its Effect			
	1	2	3	4	1	2	3	4
	-----				-----			
	Very Low		Very High		Very Low		Very High	

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

	Amount of Change	Importance of its Effect
e. -----	1 2 3 4 └───┬───┬───┬───┘ Very Very Low High	1 2 3 4 └───┬───┬───┬───┘ Very Very Low High

Reason for Amount of Change and Importance of its Effect

f. -----	1 2 3 4 └───┬───┬───┬───┘	1 2 3 4 └───┬───┬───┬───┘
----------	---------------------------------------	---------------------------------------

Reason for Amount of Change and Importance of its Effect

g. -----	1 2 3 4 └───┬───┬───┬───┘	1 2 3 4 └───┬───┬───┬───┘
----------	---------------------------------------	---------------------------------------

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?*

	Amount of Change	Importance of its Effect	Reason for Importance
<ul style="list-style-type: none"> • Changes in the needs, requirements and expectations of Patients 	1 2 3 4 ----- Very Very Low High	1 2 3 4 ----- Very Very Low High	_____
<ul style="list-style-type: none"> • Changes in the demand made by Patients on your service 	1 2 3 4 ----- Very Very Low High	1 2 3 4 ----- Very Very Low High	_____
<ul style="list-style-type: none"> • Changes in the needs, requirements and expectations of General Practitioners 	1 2 3 4 -----	1 2 3 4 -----	_____
<ul style="list-style-type: none"> • Changes in the demand made by General Practitioners on your service 	1 2 3 4 -----	1 2 3 4 -----	_____

	Amount of Change	Importance of its Effect	Reason for Importance
<ul style="list-style-type: none"> Changes in the needs, requirements and expectations of Health Authorities 	1 2 3 4 ----- Low High	1 2 3 4 ----- Low High	_____
<ul style="list-style-type: none"> Changes in the demand made by Health Authorities on your service 	1 2 3 4 -----	1 2 3 4 -----	_____
<ul style="list-style-type: none"> Changes in the structure of competition, in terms of the Emergence of New Competitors in the form of Private Sector Hospitals 	1 2 3 4 -----	1 2 3 4 -----	_____
<ul style="list-style-type: none"> Changes in the structure of competition, in terms of the Emergence of New Competitors in the form of Overseas Health Care Providers 	1 2 3 4 -----	1 2 3 4 -----	_____

- Any other factors

Amount of Change

1 2 3 4

| | | |

Importance of its Effect

1 2 3 4

| | | |

Reason for Importance

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**

1	2	3	4	5	6
Highly Predictable Rate of Change			Highly Unpredictable Rate of Change		

- Changes in the **demand made by patients** on your service

1	2	3	4	5	6

- Changes in the needs, requirements and expectations of **General Practitioners**

1	2	3	4	5	6

- Changes in the **demand made by General Practitioners on your service**

1	2	3	4	5	6

- Changes in the needs, requirements and expectations of **Health Authorities**

1	2	3	4	5	6

- Changes in the **demand made by Health authorities**

1	2	3	4	5	6

- Changes in the structure of competition, in terms of the Emergence of New Competitors in the form of **Private Sector Hospitals**

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

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?
