

HTLH 4100: Healthcare Organization Theory and Behavior
Assignment: Theories of Motivation
Case Study: Central West Medical Center

You are a human resources manager and an employee assistance leader for Central West Medical Center. Employees come to you seeking help with problems, concerns, or grievances on a daily basis.

1. Susie, a registered nurse, works in the ICU and is going to college to become a physician's assistant. Between work, school, and family, she is putting in long hours. Susie is now being asked to work an extra 12-hour shift each week to cover for a nurse who is on maternity leave. She is very tired, and her health is deteriorating; she has lost 10 pounds during the past 3 weeks. Meanwhile, her family has become increasingly concerned and upset with her and Central West Medical Center. Susie misses spending time with her family.
2. Jonathan, a radiology manager, is being considered (along with another employee) for a promotion. Today he asks you how he can excel in his personal performance and requests your feedback.
3. Carolyn is a human resources student intern. She is shadowing you for 3 months. She is determined to review 40 job descriptions and make recommendations on how to best modify these descriptions to reflect the mission, ethics, and policies of the organization. Together, you and Carolyn have developed metrics, outcomes, and timelines to help the project stay on track. Carolyn has entered these into a spreadsheet to measure and challenge her own success. She shares and discusses her progress with you every 2 weeks.
4. Joan is a volunteer in the newborn nurse. She volunteers about 30 hours each week and loves her work. She was offered a paid clerical position in the newborn nurse for 10 hours a week, which would require her to leave her volunteer position. She turned down the paid position because she is so happy in her role as a volunteer. However, the hiring manager has offered her a higher salary if she chooses to accept the clerical position.
5. Randall is a respiratory therapist who has worked for Central West Medical Center for many years. He is very unhappy to find that newly hired respiratory therapists are making as much money as he is. Randall is helping to train these new hires; some have just obtained certification. This does not seem fair to him.