Application of Competing Values Model for effective organization structure: example of Budgetary Scientific and Practical Healthcare governing organ.

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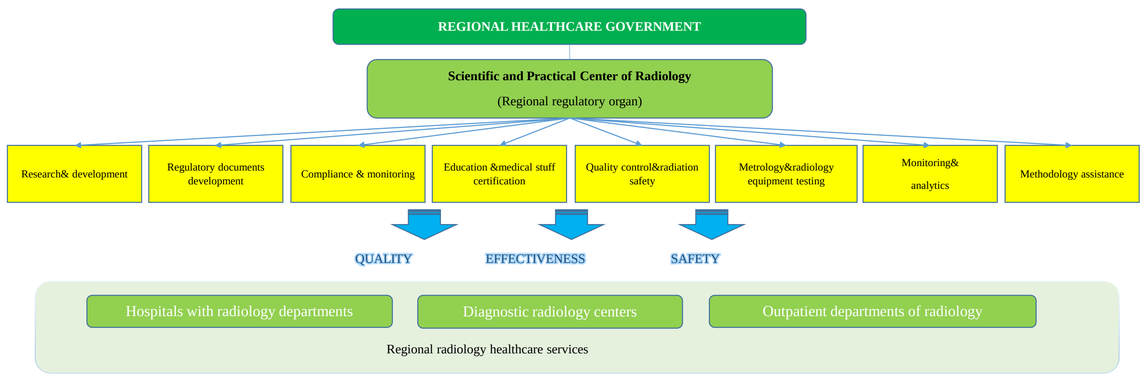
Singapore Healthcare Management 2016

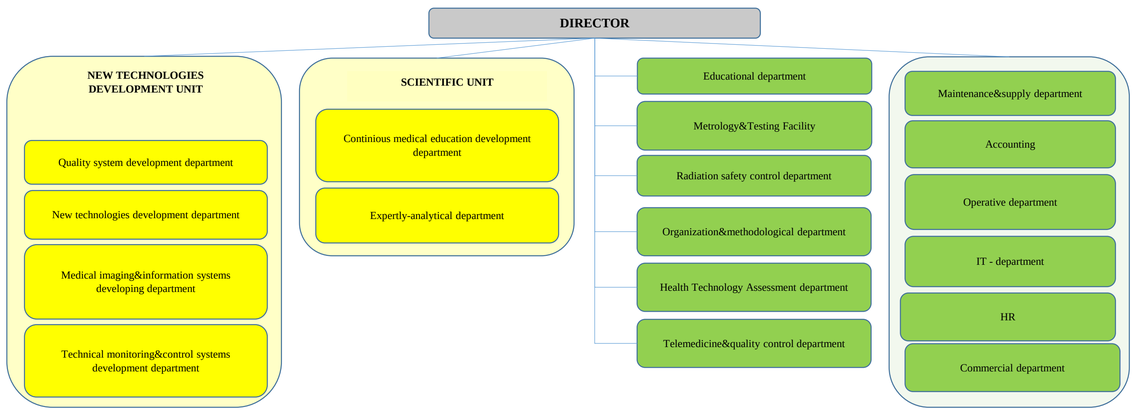
IINTRODUCTION

Center belonging and activity profile



- Radiology Research&Practical Center is the official governing organ of local Healthcare and is responsible for regulation the local radiology.
- From 2015 the Center is ruled by the new Head Nonorganic Specialist.
- From 2016 the Center has new ambitious role – to reformate the local radiology system increasing QUALITY, EFFECTIVENESS and SAFETY.

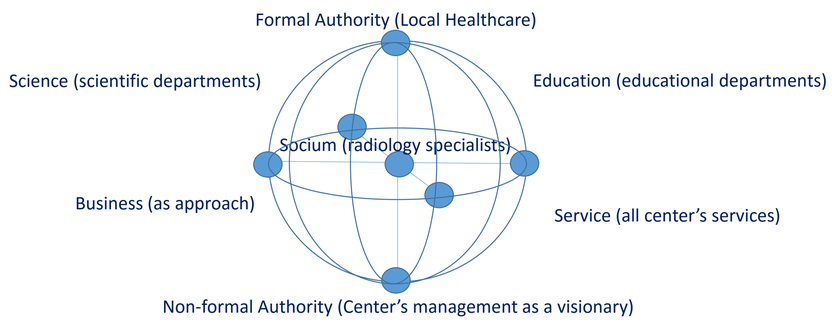
Center structure before management reform



Current structure do not meet the Center's needs and it's new role.
- Departments disintegration
- No clear interchange
- Complicated hierarchy
- Functions duplication

The Center management and structure need to be changed.

THE PROBLEM SCOPE



Current problems: GOALS vs VALUES

PROBLEMS AT SCIENCE		
Science	Should be externalized in education	Education
Science	Meets opposition from services	Services
Science	Should be commercialized by	Business
Science	Should be granted by	Formal authority
Science	Should increase the Center's image	Nonformal authority
Science	Doesn't meet the socium needs	Socium

PROBLEMS AT FORMAL AUTHORITY		
Formal authority	Doesn't invest enough in	Science
Formal authority	New education systems is hardly implemented	Education
Formal authority	Limits some business activities	Business
Formal authority	Doesn't limit new	Service
Formal authority	Supports the new direction board	Non-formal
Formal authority	Realizes the need to change the industry	Socium

PROBLEMS AT EDUCATION		
Education	Should be renovated based on	Science
Education	Should be promoted as a service	Services
Education	Can be commercialized	Business
Education	Should adopted to the new education system	Formal authority
Education	Should provide opportunity for distant use	Nonformal authority
Education	Should be flexible and meet needs	Socium

PROBLEMS AT SOCIUM		
Socium	Needs new innovations. It's ready to participate in research process	Science
Socium	Needs more flexible education that meet needs	Education
Socium	Is ready to participate at business process as a customer	Business
Socium	Needs more quality services	Service
Socium	Is not ready to accept the optimization in healthcare	Formal authority
Socium	Socium respects the nonformal authority	Nonformal authority

PROBLEMS AT SERVICE SUPPLY		
Service	Should be changed based on innovations	Science
Service	New services can be used to optimize	Education
Service	Should be promoted and commercialized	Business
Service	Should meet the demands of	Formal authority
Service	Should meet the demands of	Nonformal authority
Service	Should be reachable and easy to buy by	Socium

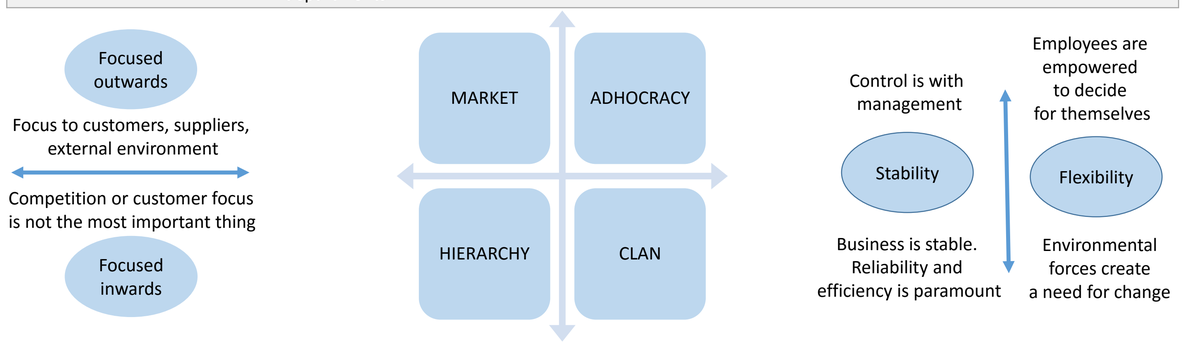
PROBLEMS AT BUSINESS
Business as a system doesn't exist at the Center while there are lot's of opportunities

PROBLEMS AT NON-FORMAL AUTHORITY
No problems are exist: non-formal authority is supported by formal authority and itself supports all positive changes at the Center

METHODOLOGY

Culture specific and departments profile based at Quinn's competitive values model

DEPARTMENT	MAIN PROCESS	PROCESS SUCCESS FACTORS	CULTURE SPECIFIC
Quality systems development	Development of quality concept for the market	Flat organizations, people and teams act more autonomously, inward focus and a sense of family, loyalty	Clan
New technologists development	R&D	Independence, flexibility, use prototyping and experimenting, use greatest speed and adaptability	Adhocracy
Medical imaging&Information systems development	R&D	Independence, flexibility, use prototyping and experimenting, use greatest speed and adaptability	Adhocracy
Technical monitoring&Control systems development	R&D	Independence, flexibility, use prototyping and experimenting, use greatest speed and adaptability	Adhocracy
Continuous medical education development	Educational programs development based on professional standards	Flat organizations, people and teams act more autonomously, inward focus and a sense of family, loyalty	Clan
Expertly-analytical	Treatment&diagnostic standards development	Flat organizations, people and teams act more autonomously, inward focus and a sense of family, loyalty	Clan
Educational	Education	Outward looking, are particularly driven by results and are often very competitive	Market
Methrology&testing facility	Radiology systems testing	Traditional approach to structure and control, bureaucracy, well-defined policies, processes and procedures	Hierarchy
Radiation safety control	Radiation safety control and regulation	Traditional approach to structure and control, bureaucracy, well-defined policies, processes and procedures	Hierarchy
Organization&methodological	Analytic collection	Traditional approach to structure and control, bureaucracy, well-defined policies, processes and procedures	Hierarchy
Health Technology assessment	Economic assessment of radiation technologies and services	Outward looking, are particularly driven by results and are often very competitive	Market
Telemedicine&quality control	"Second opinion" service and remote audit	Outward looking, are particularly driven by results and are often very competitive	Market
Other support departments	Variety support of specialized departments	Combination	Combined



MANAGEMENT TASK: to keep the organization social values and make the structure an effective tool to reach Center's new goals.

RESULTS

New target-oriented structure also negotiates the values of all audiences and helps to keep culture specificThe new organization structure is tend to increase operative effectiveness due to the better communications and interaction between departments in both divisions – scientific and practical.
The new structure reflects scientific and practical focus of the centre and is an example of it's effective combination.
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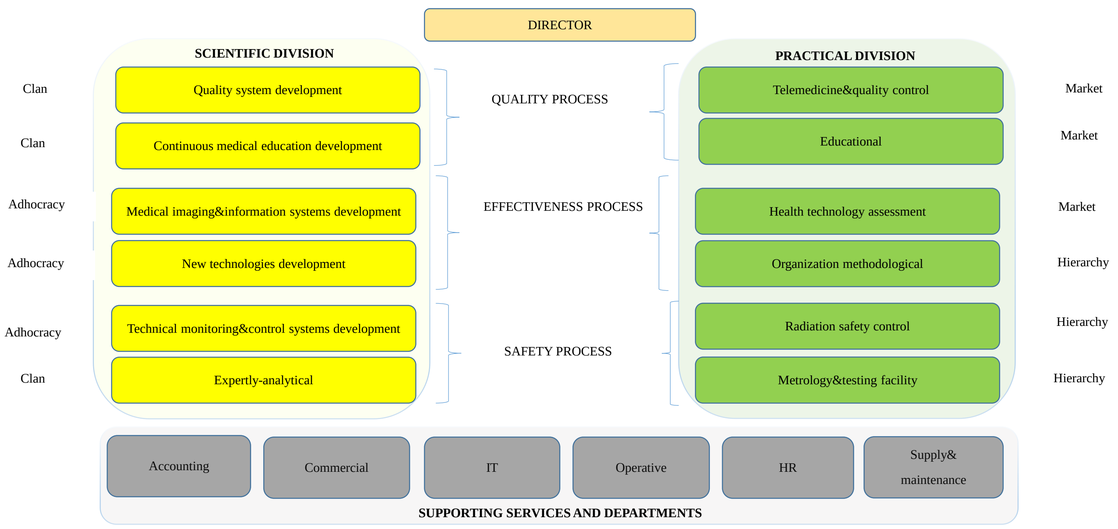
Center structure after management reform



CONCLUSION

The Model of competing values is controversial by definition. The oxymoron is unusual for most organizations and business-processes. The uniqueness of the case study consists in it's applicability of the Model to the Organization profile. The Center-specific profile (Scientific and Practical) has collision in division's integrity and cross-communication barriers at macro- and micro levels. The Model of competing values fit the Organization specific and naturally complete divisions.
The case demonstrates the applicability of Competing Values Model not only for cultural assessment but also as a tool for modeling the organization structure.
The results of a new organization structure are operations effectiveness and team ability to reach goals.

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