

# Participative Management and “Flow”

## *Improving Hospital Patient & Family Care*

### The Situation

A large healthcare teaching institution in Texas wanted to move away from the classic top down bureaucratic model to a more participative business model. Specifically the nursing staff were very interested in this new, more [effective management style](#). The Nursing Director was interested in learning how to implement Participative Management to [improve patient & family care and increase overall performance](#).



### The Process

Our consultants worked with the day and evening shift of one hospital unit. The staff was hesitant at first, but we were able to uncover problems head on and design effective solutions.

We began the workshop by conducting a short assessment of internal motivators using *The Six Criteria for Productive Work*:

- 1- Control:** Balancing direction and freedom about how to do their work.
- 2- Learning:** Clear goals and feedback to course correct on a timely basis.
- 3- Variety:** People need to avoid boredom, stress and fatigue by developing a comfortable rhythm in their work.
- 4- Mutual Support and Respect:** Supportive and respectful work environment to maintain commitment and engagement.
- 5- Meaningfulness:** People need to see a clear correlation between what they do and how it impacts their organization and community.
- 6- Desirable Future:** People look for careers that offer skill development and personal growth.

The next step was to look at the current state of the hospital, flag problems and issues, move towards a future state so management's desired goals are met. As we worked with the two groups, management and staff, we noticed that the energy level started to increase after each session. The staff knew their key concerns were now being addressed, and management could see that the staff was committed and motivated to reach their goals.



## The Results

Our consultants worked with staff and management to encourage them and make sure they were committed throughout the entire process. Once again, the Participative Management Model and “Flow Model” were a success:

- Patient satisfaction **increased 10%** in less than 6 months.
- Employee satisfaction **improved by 10%** in less than 6 months.
- Employee turnover **dropped 36%** in the first quarter after our sessions.
- The nursing team and management are reenergized and fully committed for continuous improvement.

The Participative Management Model and “Flow Model” are collectively based on over 40 years of solid research and field testing. It is faster to implement, more effective and gets people to take responsibility in solving their productivity issues.

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