**Case Analysis #2: Miami Health Care Center**

**Executive Briefings** are brief synopses (summaries) of the key issues on a particular topic. For this Executive Briefing assignment (Case Analysis #2), your task is to provide an executive briefing for the scenario presented below. This is a group assignment. Please carefully read the instructions and mini-case below, and contact me if you have any questions.

**Case - Miami Health Care Center:** Your group owns a healthcare management consulting organization called Strategic Health Care Management Decisions (SHCMD). Your company specializes in issues related to strategic human capital and organizational behavior in the healthcare industry. You were recently hired by Suzanne Hartley, the Chief Human Resources Officer of the Miami Health Care Center (MHCC) to help them with a retention problem. In a meeting with

Suzanne, she informs you that despite operating in a highly ethno-culturally diverse region of Florida, the center has had difficulty in the past few years recruiting, hiring, and promoting nonwhite employees. Suzanne feels that it is critical for MHCC to have ethno-culturally diverse employees who can leverage growth opportunities through increased marketplace understanding, greater creativity, higher quality team problem-solving, and better cross-cultural relations.

However, her HR team has noticed a steep increase in turnover among African-Americans, Asian-Americans, and Hispanics at MHCC in the past few years. Further, given the lack of diversity at MHCC, they have struggled with recruiting and hiring new members of these groups. She has heard that your company, SHCMD, has been able to help other healthcare organizations increase the

diversity of their talent management. During the meeting she turns to your team and says “I know you might have some good thoughts on this – can you prepare an Executive Briefing for me that I can share with the top management team? I have already informed them of our high turnover rates amongst African-Americans, Asian-Americans, and Hispanics, but **they don’t seem to understandhow this can negatively impact our bottom line, and what we can do to resolve this issue**.”

Unfortunately you don’t have much background information, other than a few things – you knowthere’s recently been a lot of turnover among non-white employees since two well-liked Sr. Directors left for a competitor and took several of the “hot shots” with them (including many nonwhite employees). Your analysis can and should make reasonable assumptions (I know I’m not

providing you with all of the details you might have in “real life”–but in real life you also often have to make assumptions, and you often don’t have all of the information). Your possible solutions and recommendation can thus make a few presumptions, but should be reasonable and actionable. The recommendation, I realize, will have to be tentative – but the CHRO (chief HR officer) wants you to “put a stake in the ground” and see your thoughts. In other words, this briefing

is likely to be used by Suzanne (or other company executives) to generate ideas and even to help frame what the actual problem might be. You will be graded on the style, clarity, and content of your briefing.

**Executive Briefing Instructions:** Brevity and clarity are highly desired aspects of an executive briefing. This briefing should be no more than two single-spaced pages (excluding the reference list; shorter can certainly be OK as well…just make sure you’ve hit the issues and clearly explained them; in-text citations and references should be in APA format). The briefing should look highly professional, which also means it needs to be easily understood by a hypothetical executive who is looking at this briefing quickly and needs to get caught up to speed on the main ideas, decision possibilities, and proposed outcome(s). Bullets and lists are fine, and feel free to use whatever formatting you think looks the best. In other words, these should not be written like a research paper (but you should include in-text citations for any references, in APA format). This executive briefing should have 3 components: Key Issues, Possible Solutions, and Summary/Recommendation.

1. *Key Issues* - which includes a descriptions of the major issues and/or problems, as well as any relevant background or other information. Make sure that you also go beneath thesurface here and include the non-obvious issues alongside the obvious. In other words, what issues/problems might exist (or are likely to be underlying the observed issues -- what are the real issues here?)

2. *Possible Solutions* - which includes several different solutions or actions that could be taken, how easy/difficult they would be to implement, and general expected time frames for each solution to be implemented and to get results. Obviously, the time frame and ease of implementation are estimates, but they should be reasonable estimates of the relative difficulty/time-frames of the various solutions you are proposing.

3. *Summary/Recommendation* - which notes the one or two solutions that you think are the best option among the possible solutions you outlined in Section 2 (Possible Solutions). This should be no more than a few sentences and should also include the projected benefit of your recommendation.

***Evaluation***

**Total Points: 20**. Points will be assigned based on the following:

**Style and Clarity: 5 points -**

**Criteria**: Information is laid out clearly and is professionally presented. Briefing is free from grammatical and spelling errors and is stylistically professional. Briefing minimizes “extra” unnecessary information and ideas that might act as distractions. Briefing balances the need for brevity with need for adequate coverage of components. References are listed as in-text citations throughout the briefing, and are listed in APA format following the briefing. Different components of the report (Key Issues, Possible Solutions, andRecommendation(s)

**Content: 15 points -**

**Criteria**: Accurate and insightful framing of key issues surrounding the problem, possible solutions are creative and demonstrate divergent thinking (consider a divergent set of solutions which show understanding of ways to tackle the problem from multiple angles), recommendation(s) are based on reasonable assumptions and your knowledge for the class readings this week. Briefing minimizes technical jargon or is free from jargon that the audience may not easily understand. Recommendations are potentially implementable andshow good use of organizational resources. Briefing appears to be based on reasonable and practical assumptions.

Key Issues:

(4 pts) What are the diversity-related challenges facing the **Miami Health CareCenter**? Why is effective diversity management important to the success of MHCC?

Use your readings to support your arguments.

Possible Solutions:

(5 pts) includes several different solutions or actions that could be taken to helpMHCC overcome its problems with recruiting and retaining diverse employees, with evidence/support from your readings explaining why these solutions are appropriateand what they should involve

(1 pt) how easy/difficult they would be to implement

(1 pt) general expected time frames for each solution to be implemented and to getresults

Summary/Recommendation:

(4 pts) note the one or two solutions that you think are the best option among thepossible solutions you outlined in Section 2 (Possible Solutions). This should be nomore than a few sentences and should also include the projected benefit of yourrecommendation.