

HTLH 4100: Healthcare Organization Theory and Behavior
Discussion: Conflict Management in Healthcare Organizations
Case Study: CozyHome Confrontation

CozyHome was built 22 years ago in what is now a deteriorating area of the city. It is home to 60 long-term residents. For several months, CozyHome residents and the administrator have been asking the Board for repair and safety work to be completed. Nothing has been done.

The chairman of the board (COB), wants to leave this area of the city. Instead, the COB wants to spend millions to build a new, very expensive 25-bed structure about 30 miles away. The new location is an affluent area of the city that already has several long-term care facilities. To make this happen, CozyHome would be demolished. However, there are serious ongoing efforts to rebuild this part of the city, and city officials are anxious for CozyHome to stay.

The annual cost to stay in the new facility would exceed what the existing CozyHome residents are able to pay. Also, the new location would be too far for staff and the residents' family members to drive. There are no other affordable long-term care options for many of the residents.

The COB just had a "confrontational" phone conversation with the administrator of CozyHome. The COB threatened to terminate the administrator's job if she was unable to support the construction of the new facility. In response, the COB shouted, "The bulldozers will be there to demolish CozyHome in 90 days!" Then, the COB abruptly hung up the phone.

There is a board meeting next week. The administrator and the current director and chief of nursing have been told to attend.