Computer Service Support at Glenview Hospital[1]

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EXECUTIVE SUMMARY

This case focuses on the challenges of managing a help desk that supports computer users. There are two main technologies that the Information Center (IC) uses to provide this service: the call distributing system and the knowledge base, which is also available on the Web. The choice of technologies affected the service provided by the help desk staff. Specifically, the call distributing system was unable to provide enough information regarding the number of calls answered, dropped, and allocated among the different staff members. The hospital knowledge base, on the other hand, is created based on people's documentation of the problem and selection of keywords, which has led to inconsistencies in the data entry. One of the management challenges for the Information Center is to foster self-help and minimize the number of requests to the IC staff. This case presents the difficulties and some of the initiatives that the IC has considered to solve these problems.

Table 1. Glenview Employees

Staff	Amount
Staff physicians	1,313
Residents	451
Clinical fellows	207
Research fellows	785
Registered nurses	1,719
Other employees	9,398
Total employees	13,873

BACKGROUND

Glenview Hospital is a non-profit organization located on the east coast of the United States. The hospital was founded in 1872 as a private organization offering general medical services to the surrounding community. Over the years, the hospital has incorporated numerous services and staff. The total number of employees at the hospital is 13,873. Table 1 shows a break down of the different types of employees. The hospital also supports 1,452 medical students. The total number of people that need computer support is approximately 8,200, which is almost 60% of the employees.

The hospital encompasses 62 different units that span from general medicine to more specialized medical units such as Thoracic Oncology and Neurosurgery. Table 2 lists of some of the services provided by the hospital.

While many of the services are provided at the hospital, there are also some services that are supported in different locations. An example is the new hospital building that was opened two years ago to accommodate the Neurosurgery and Gamma Knife Center, Regional Oncology Center and general medicine services. This extension to the hospital was necessary because the old facility was not able to accommodate the amount of staff and equipment necessary for the growing needs and services of the hospital. The hospital also has another facility in a community nearby which offers similar services to those provided in its main location. There are also satellite offices for some specialized services. The Oncology Center, for example, has two other offices in communities nearby. Aside from the medical services

Table 2. Glenview Hospital Services

▪ Level 1 Trauma Center	▪ Poison Control
▪ Pediatric Emergency Room and ICU	▪ Orthopedics
▪ Regional Oncology Center	▪ Pediatric and Adult Open Heart Surgery
▪ Kidney, Pancreas, Bone Marrow and Stem Cell Transplant Centers	▪ Woman Services
▪ Asthma Center	▪ Thoracic Oncology Program
▪ Neurosurgery and Gamma Knife Center	▪ Communication Disorders Unit
▪ Alzheimer's Disease Assistance Center	▪ High-Risk Pregnancy Center
▪ Diabetes Center	▪ Rehabilitation Medicine
▪ Burn Center	▪ Breast Care Center
▪ Sleep disorders	▪ Pain treatment
▪ Designated AIDS Center	▪ Epilepsy Center
	▪ Endoscopic Sinus Surgery

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