

TheCaseSolutions.com

**An Introduction to Shouldice Hospital**



**Case Background**



**Analysis**



**Conclusion**



**Recommendation**

We feel that from a marketing perspective, the intimacy of maintaining a smaller, controlled facility is preferable to outright expansion, but that Shouldice Hospital can deal with its capacity problem by implementing a Saturday work schedule and hiring two additional surgeons.

**Shouldice: An Overview**



Shouldice Hospital is a private, non-profit, charitable institution located in Toronto, Ontario, Canada. It is a specialized hospital for hernia repair, founded in 1908 by Dr. Charles D. Shouldice.

**The Hospital**

**Capacity**

- 87 beds/operating rooms
- 1 patient lounge
- 5 operating rooms
- 4 consultation rooms
- 11 operating rooms
- 10 patient recovery rooms

**Facilities**

- 62 day ward
- cafeteria
- dining room
- laundry
- recreational area
- 50 rooms

**Overview cont.**

Shouldice Hospital is a specialized hospital for hernia repair, founded in 1908 by Dr. Charles D. Shouldice. It is a private, non-profit, charitable institution located in Toronto, Ontario, Canada.



**The Patients**

Shouldice Hospital is a specialized hospital for hernia repair, founded in 1908 by Dr. Charles D. Shouldice. It is a private, non-profit, charitable institution located in Toronto, Ontario, Canada.

**The Surgeons**

Shouldice Hospital is a specialized hospital for hernia repair, founded in 1908 by Dr. Charles D. Shouldice. It is a private, non-profit, charitable institution located in Toronto, Ontario, Canada.

**The Surgeons cont.**

Shouldice Hospital is a specialized hospital for hernia repair, founded in 1908 by Dr. Charles D. Shouldice. It is a private, non-profit, charitable institution located in Toronto, Ontario, Canada.

**The Surgeons cont.**

Shouldice Hospital is a specialized hospital for hernia repair, founded in 1908 by Dr. Charles D. Shouldice. It is a private, non-profit, charitable institution located in Toronto, Ontario, Canada.

**The Surgeons cont.**

Shouldice Hospital is a specialized hospital for hernia repair, founded in 1908 by Dr. Charles D. Shouldice. It is a private, non-profit, charitable institution located in Toronto, Ontario, Canada.

**The Surgeons cont.**

Shouldice Hospital is a specialized hospital for hernia repair, founded in 1908 by Dr. Charles D. Shouldice. It is a private, non-profit, charitable institution located in Toronto, Ontario, Canada.

**The Surgeons cont.**

Shouldice Hospital is a specialized hospital for hernia repair, founded in 1908 by Dr. Charles D. Shouldice. It is a private, non-profit, charitable institution located in Toronto, Ontario, Canada.

**The Surgeons cont.**

Shouldice Hospital is a specialized hospital for hernia repair, founded in 1908 by Dr. Charles D. Shouldice. It is a private, non-profit, charitable institution located in Toronto, Ontario, Canada.

**The Surgeons cont.**

Shouldice Hospital is a specialized hospital for hernia repair, founded in 1908 by Dr. Charles D. Shouldice. It is a private, non-profit, charitable institution located in Toronto, Ontario, Canada.

**The Surgeons cont.**

Shouldice Hospital is a specialized hospital for hernia repair, founded in 1908 by Dr. Charles D. Shouldice. It is a private, non-profit, charitable institution located in Toronto, Ontario, Canada.



# Shouldice Hospital Limited Harvard Case Solution & Analysis

[TheCaseSolutions.com](http://TheCaseSolutions.com)



# An Introduction to Shouldice Hospital





# *Shouldice: An Overview*



Privately owned and operated healthcare facility located in a suburb of Toronto, Canada.

Founded in 1945 by Dr. Earle Shouldice.

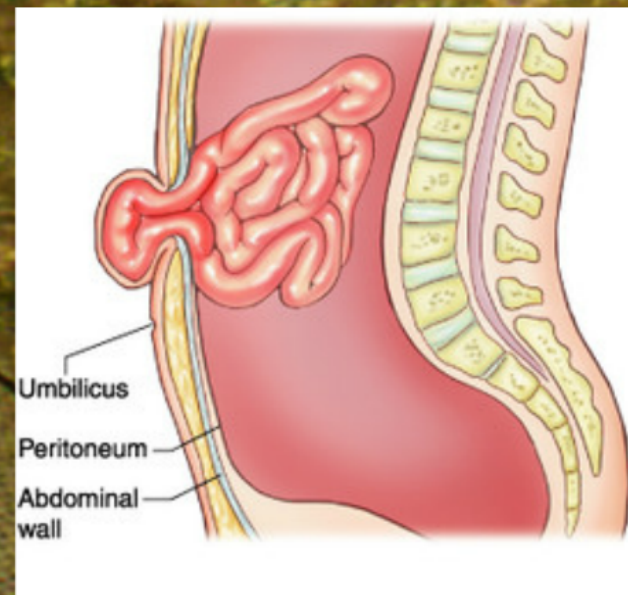
Has global renown for the innovation in hernia surgery known as the "Shouldice Method."



# *Overview, cont.*

Specialty: External abdominal hernias.

Focus: Immediate post-operative patient ambulation.  
Facilitated rapid recovery.  
Reduced hospitalization time (4 days).





## *Option 3: Saturday Operations*

Shouldice Hospital currently does not have admissions on Fridays or surgeries on Saturdays; Monday through Thursday is the only period during which patients are admitted. Implementing weekend operations would increase Shouldice's capacity by 20%, to approximately 107 patients.



**KEEP  
CALM  
AND  
WORK  
WEEKEND**



## *Saturday, cont.*

### If this change is performed:

- There will not be a need for more beds.
- Two new surgeons should be added (20% more = 12 doctors total).
- The cost will be \$288,000 yearly (the salary for the new surgeons) rather than \$4 million (for expansion).
- The business model does not change, control is maintained.
- Doctors could be compensated via bonuses (from the extra income).
- It may be popular with patients who could be discharged on Saturday, have less time off work, and could enjoy the weekend at home instead of spending it in the hospital.
- There is a danger of physician exhaustion, and more opportunities for error.