



# The Mandt System®

Putting People First

Hospitals, Hospitality, and Healing

## Creating Healthy Workplace Relationships in Health Care Settings



Hospitals are places of healing. It is easy to forget how hospitals came to be. In Europe, until three or four hundred years ago, when people became sick, they were taken care of in their homes by their families, and if medical care was needed, the doctors came to them.

Travelers who became sick would go to a “hostel” in order to receive medical treatment. The first organized hospital was in the city of Angers in France, in 64 ac. In 663 ac the Hotel Dieu was built in Paris, and then hospitals became more and more common throughout Europe. We westerners like to think that we originated everything, but the earliest reference to what we now call hospitals comes from Sri Lanka, where King Pandukabhaya (4th century bce) had lying-in-homes and hospitals (Sivikasotthi-Sala) built in various parts of the country. There are also references to hospitals being built in India in the 2nd century bce, and the first teaching hospitals were in present day Iran in the 6th century of the Common Era.

In almost all cultures, the activity of healing was associated with religion. Muslim physicians were the first to differentiate between hospitals and other places where healing had taken place in the past. The Bimaristan was open to all and instead of isolating the sick and lame, these places of healing are considered by most historians to be the first “hospitals” in the modern sense.

In North America, the first hospital was in Montreal, and was called the Hotel Dieu, built in 1645. Bellevue Hospital in New York City was the first hospital in the US, built in 1743. Since that time, health care in the U.S. has become an integral part of our society, to the point that health care is the single largest service sector in terms of employment and expenditures. There is more and more competition among health care providers, and those that can provide hospitality and healing will be best equipped to meet the needs of people requiring health care services.

# Three Major Skill Sets

The philosophy of The Mandt System® “Putting People First” is based on the principle that all people have the right to be treated with dignity and respect.



### Relational Skills

*Ability to work effectively as a group leader or group member*

Robert L. Katz developed the above model in 1982, published in an article in Harvard Business Review where he proposed that there were three skill sets needed by leaders in business settings. Relational Skills is that set of interpersonal skills that empower people to work effectively as group leaders and as group members. These skills are, in our opinion, the most important! Have you ever had the experience of going to a doctor or other professional and that person treated you disrespectfully? Did you fill the prescription? Did you go back?

Relational skills are the doorway through which people enter into and are able to use the conceptual and technical skills of health care professionals. Conceptual skills are needed to help organize and frame our work. In hospitals, conceptual skills give us the framework to assess, diagnose, and discuss the illnesses that bring people to the hospital. Technical skills are the many different tools available to us, the “things we do” in our work. In the last 25 years, the number of technical tools available has increased dramatically. However, the technical and conceptual skills are only useful if people walk through the door, and that “door” is relational skills.

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