

Health System Management

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Definitions

- **Management:** The act of any individual who guides others through a series of routines, procedures, or practice guidelines.
- The manipulation of people, the environment, money, time, and other resources to reach organizational goals
- To forecast and plan, to organize and to command, to coordinate, and to control

What is Management?

- “Management is getting the right things done in right way, in right time, by right persons with right amount of resources and effective use of resources.”
- “Health System Management is defined as purposeful & efficient use of health system resources and to get members of the health team coordinated to work harmoniously in order to achieve the desired common Goals and Objectives.”

Organization:

- **" Any collection of persons, materials, procedures, ideas or facts so managed & ordered that in each case the combination of parts makes a meaningful whole that at achieving organization objectives."**

- **the process of organization implies the arrangement of human & nonhuman resources in an orderly fashion to make a meaningful whole that accomplishes organizational objectives.**

Definitions

- **Leadership:** Using individual traits and personal power to interact constructively to resolve problems.
- Leadership is the art of getting work done through others willingly.
- Leaders are in the front, moving forward, taking risks and challenging the status quo.
- Not a job title but person behavior.

Definitions

- **Following:** is a complementary set of actions taken by individuals that contribute to problem solving, task attainment, and evaluation using healthy and assertive behaviors to support those who are leading or managing.

Leaders and Managers

- Leader: Anyone who uses interpersonal skills to influence others to accomplish a specific goal
- Manager: An employee who is responsible and accountable for efficiently accomplishing the goals of the organization

Functions of Leaders

- Achieve consensus within the group about goals
- Maintain structure that facilitates accomplishing goals
- Supply information that helps provide direction and clarification
- Maintain group satisfaction, cohesion, and performance

Functions of Managers

- Clarify the organizational structure
- Choose the means to achieve goals
- Assign and coordinate tasks
- Evaluate outcomes and provide feedback

Formal and Informal Leadership

- Formal: Practiced by a paramedic with legitimate authority described in a job description
- Informal: Exercised by a staff member who does not have a specified management role

Integrating Leadership and Management

- **Six distinguishing traits of integrated leader–managers:**
 1. They think longer term.
 2. They look outward, toward the larger organization.
 3. They influence others beyond their own group.
 4. They emphasize vision, values, and motivation.
 5. They are politically of good judgment.
 6. They think in terms of change and renewal.

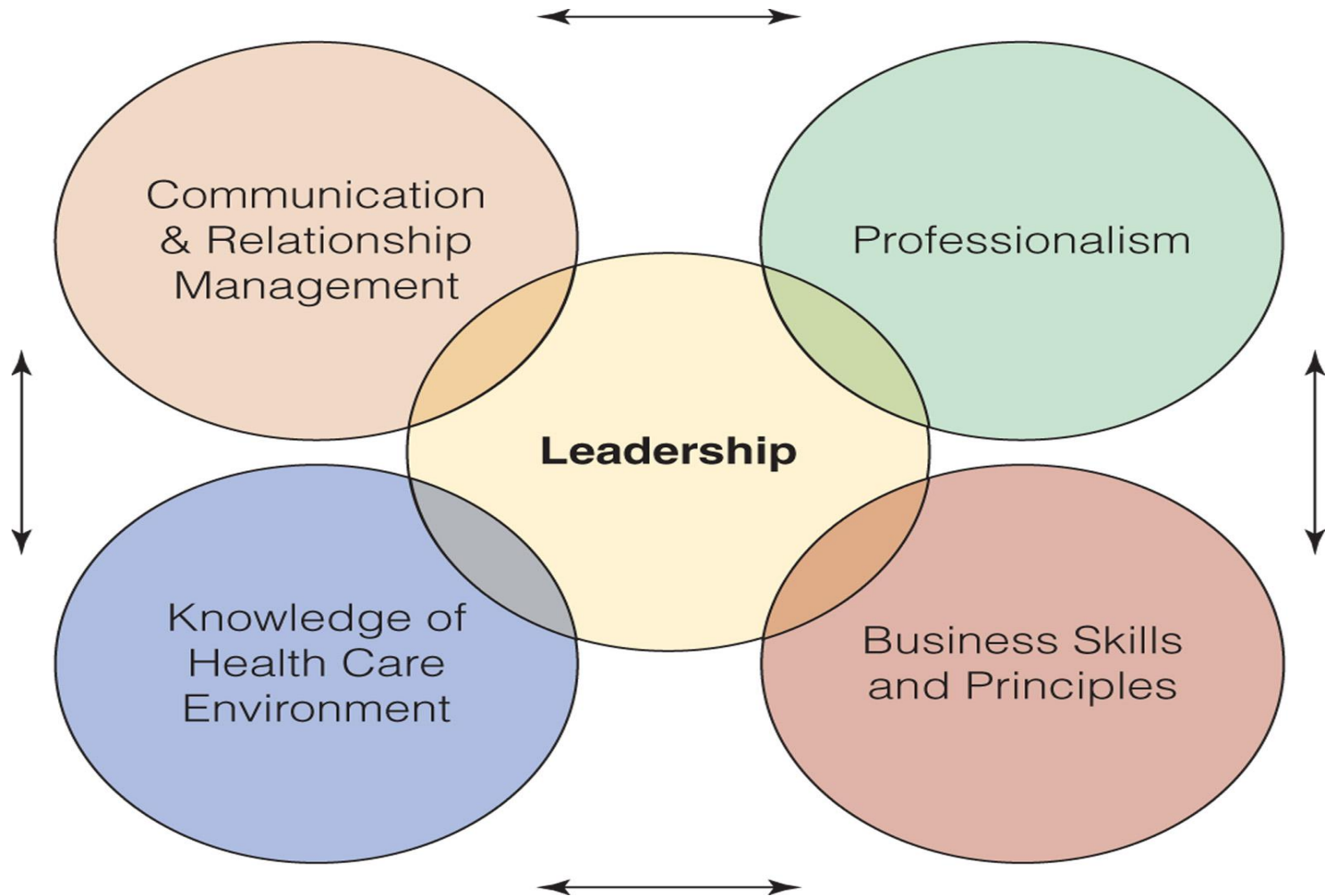
Functions of Management

- Planning
- Organizing
 - Process of coordinating the work to be done
- Staffing
- Directing
 - Process of getting the organization's work done
- Controlling
 - Establishing standards of performance
 - Measuring performance
 - Evaluating performance
 - Providing feedback

Areas of Competency for All Managers

- Communication and relationship management
- Knowledge of the health care environment
- Leadership
- Professionalism
- Business skills

Core of Leadership Competencies



Manager Roles

- First-level manager
- Middle-level manager
- Top-level manager

Leaders

- Need followers to lead
- Need followers to accomplish goals and help team succeed
- Are followers too

Followers

- Influence leaders
- Vary from passive to active, dependent and uncritical, to independent and critical
- Share qualities with leaders

Management in Health System, Why?

- **Integration of Health Programs/Departments.**
- **Overload of work & Distribution of work.**
- **Changing Health needs/Health Demands.**
- **Improvement of health care delivery system by applying modern management methods and techniques.**

Historical Development of Management Theory

- Management science like any other professions develops a theory base from many disciplines, such as business, psychology, sociology, and anthropology.
- The father of scientific management called Frederick W. Taylor was a mechanical engineer in the Midvale and Bethlehem Steel Plants in Pennsylvania. Frustrated with what he called "systematic Soldiering" where workers achieved minimum standards doing the least amount of work possible,
- Taylor postulated that if workers could be taught the "one best way to accomplish a task," productivity would increase.

Principles of scientific management as identified by Taylor (1911)

- Traditional "rule of thumb" means of organizing work must be replaced with scientific methods.
- In other words, by using time and motion studies and the expertise of experienced workers, work could be scientifically designed to promote greatest efficiency of time and energy.
- A scientific personnel system must be established so workers can be hired and promoted based on their technical competence and abilities.

Principles of scientific management as identified by Taylor (1911)

- Workers should be able to view how they fit into the organization and how they contribute to overall organizational productivity. Could be accomplished by the use of financial incentives as a reward for work accomplished.
- The relationship between managers and workers should be cooperative and interdependent, and the work should be shared equally.
- Note: The result of scientific management was productivity and profits rose dramatically.

Management History

- Henri Fayol (1925) first identifies the management functions of planning, organization, command, coordination, and control.
- Luther Gulick (1937) expanded on Fayol's management functions in his introduction of the "seven activates of management;" planning, organizing, staffing, directing, coordinating, reporting, and budgeting.

What are Health System Resources?

- **Manpower**
- **Money**
- **Materials**
- **Minutes (Time)**
- **Knowledge**
- **Techniques**
- **Skills**

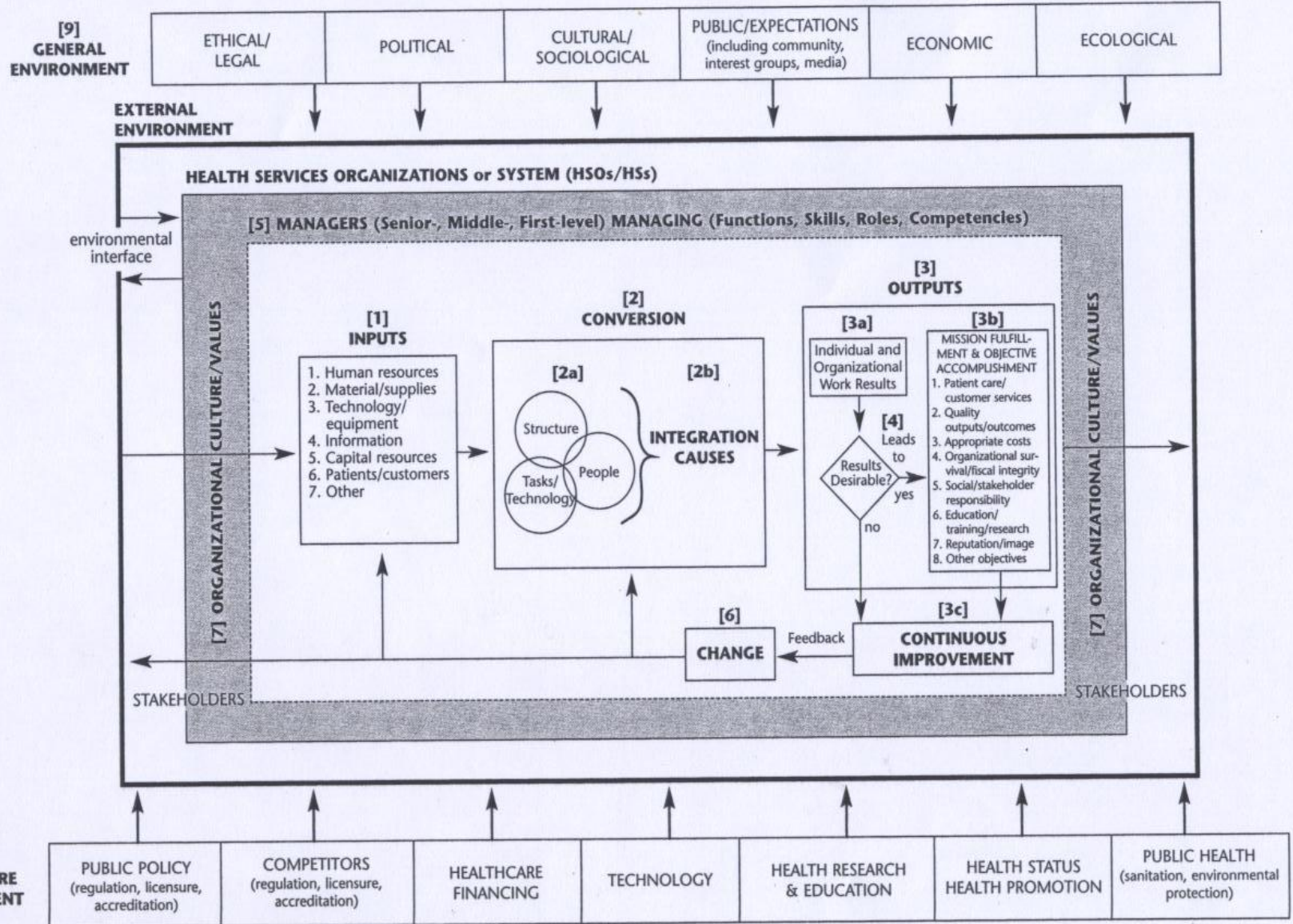
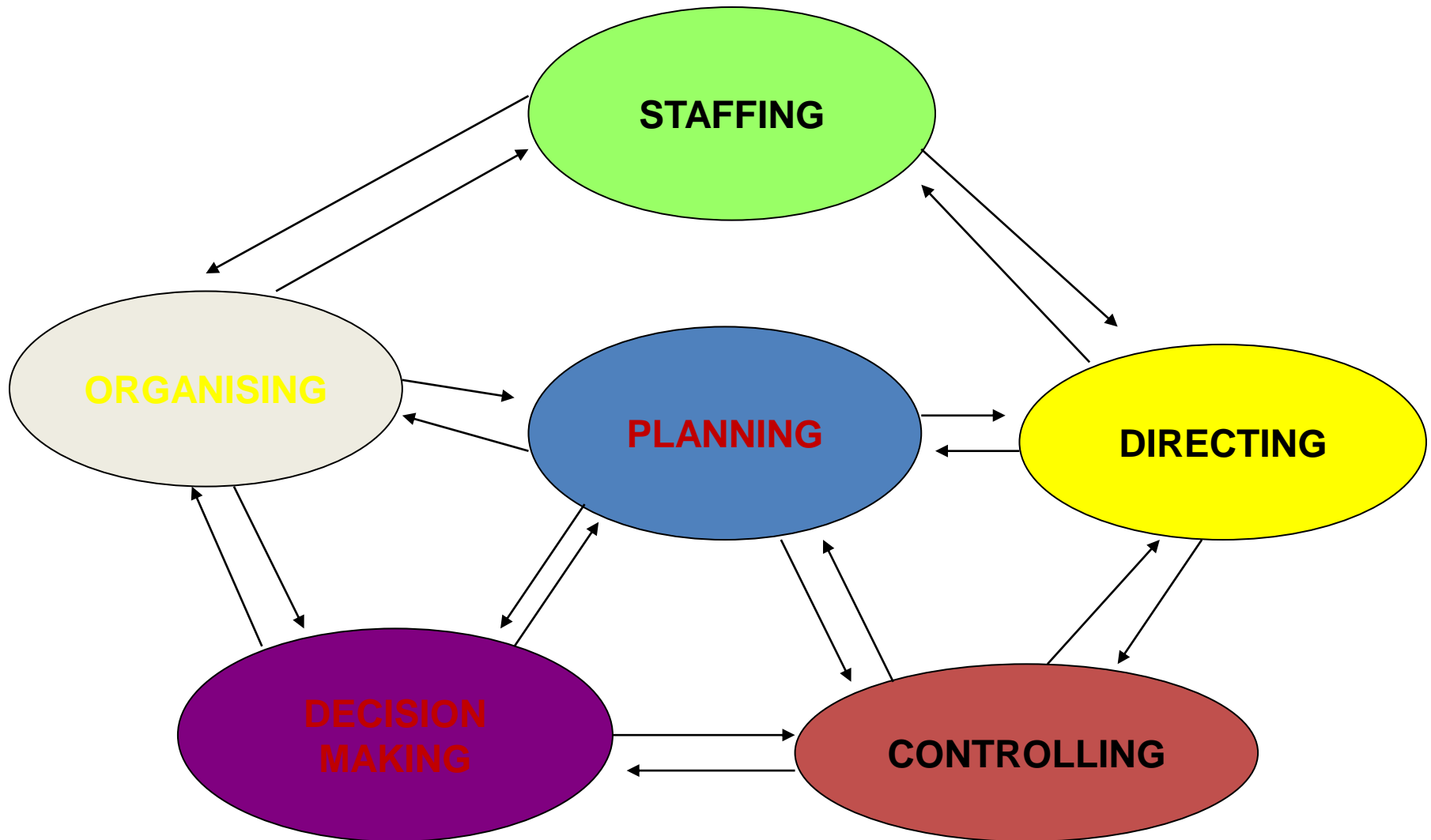


Figure 5.8. Management model for HSOs/HSs.

Functions of the Management (POSCOD)



Functions of Health System Management

- **Planning** of course of action/health activities (implementation & evaluation).
- **Organizing** resources, Organizational structure and assigning a specific job chart.
- **Staffing:** recruitment, training, supervision, monitoring.
- **Controlling** the quality of activities of the members through setting up standards for performance.
- **Directing and Decision making:** issuing orders & instructions.

CORBID: Contd.

- **Coordinating** all the efforts and activities of all the team members/stakeholders and other sectors.
- **Reporting:** to higher levels.
- **Budgeting:** maintaining accounts & spending contingencies.
- **Innovation** of new work methods.
- **Representation/Delegating** of organization at different levels.

What skills needed in a Good Health Manager?

(Always Hire Skills not Persons)

- **Effective Communication:** Patience to listen, Ability to express and empathize.
- **Effective Conceptual Skill:** Ability to understand the complexities of overall organizational activities, goals, objectives, targets, policies and procedures.
- **Effective Human Skill:** Through motivation, discipline, training, performance appraisal, rewarding etc.
- **Developing Team-work:** Establishing basic trust, oneness, compatibility, team spirit, conducive organizational climate etc.

Who is a Good Health Manager?

- **Effective Technical Skill:** Ability to use knowledge, new methods, techniques and equipments.
- **Effective Leadership Skill:** To empower employees and motivate them to work efficiently and effectively to achieve health system's goal.

(i) Competitiveness

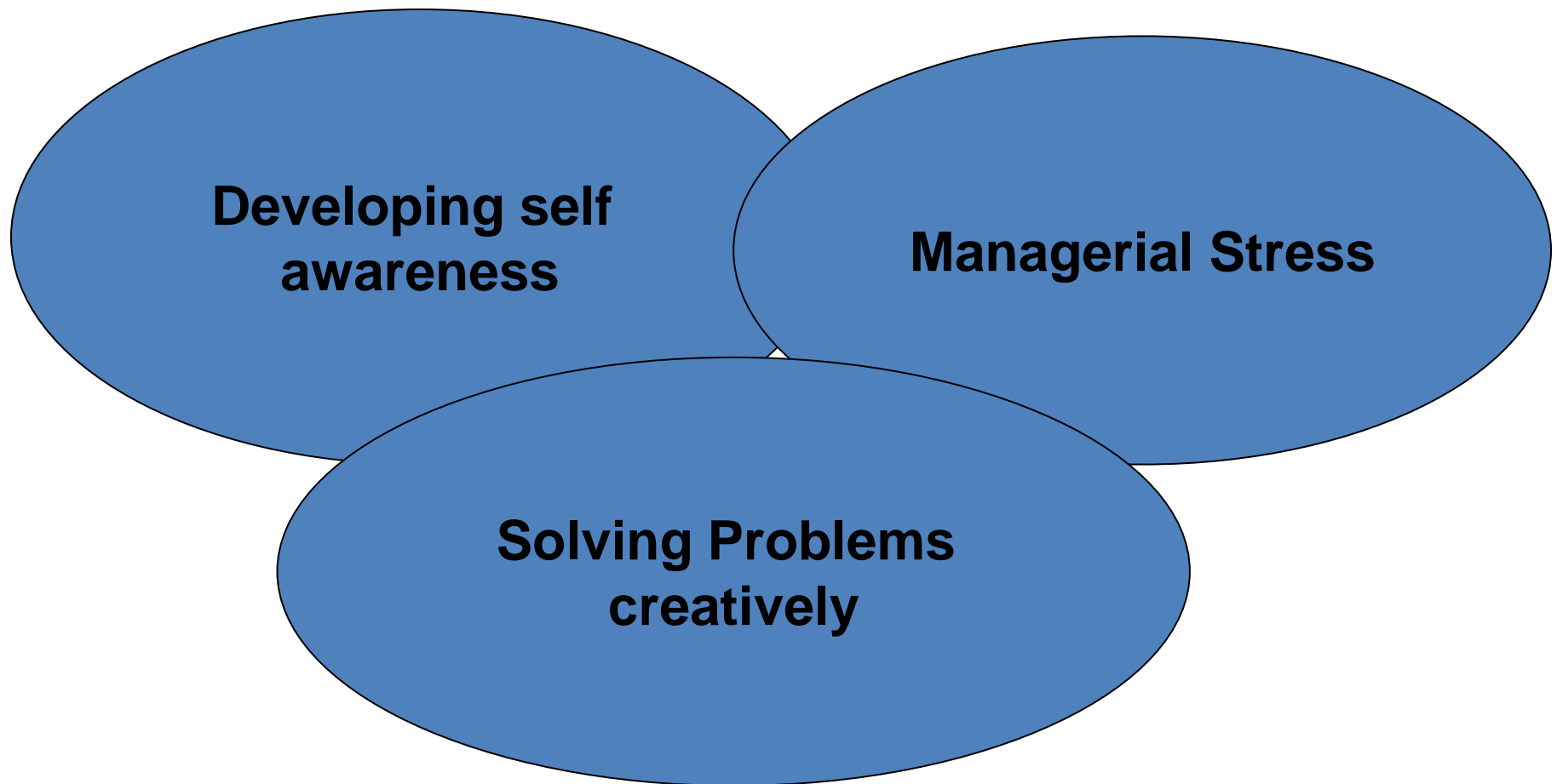
(ii) Entrepreneurship

(iii) Innovativeness

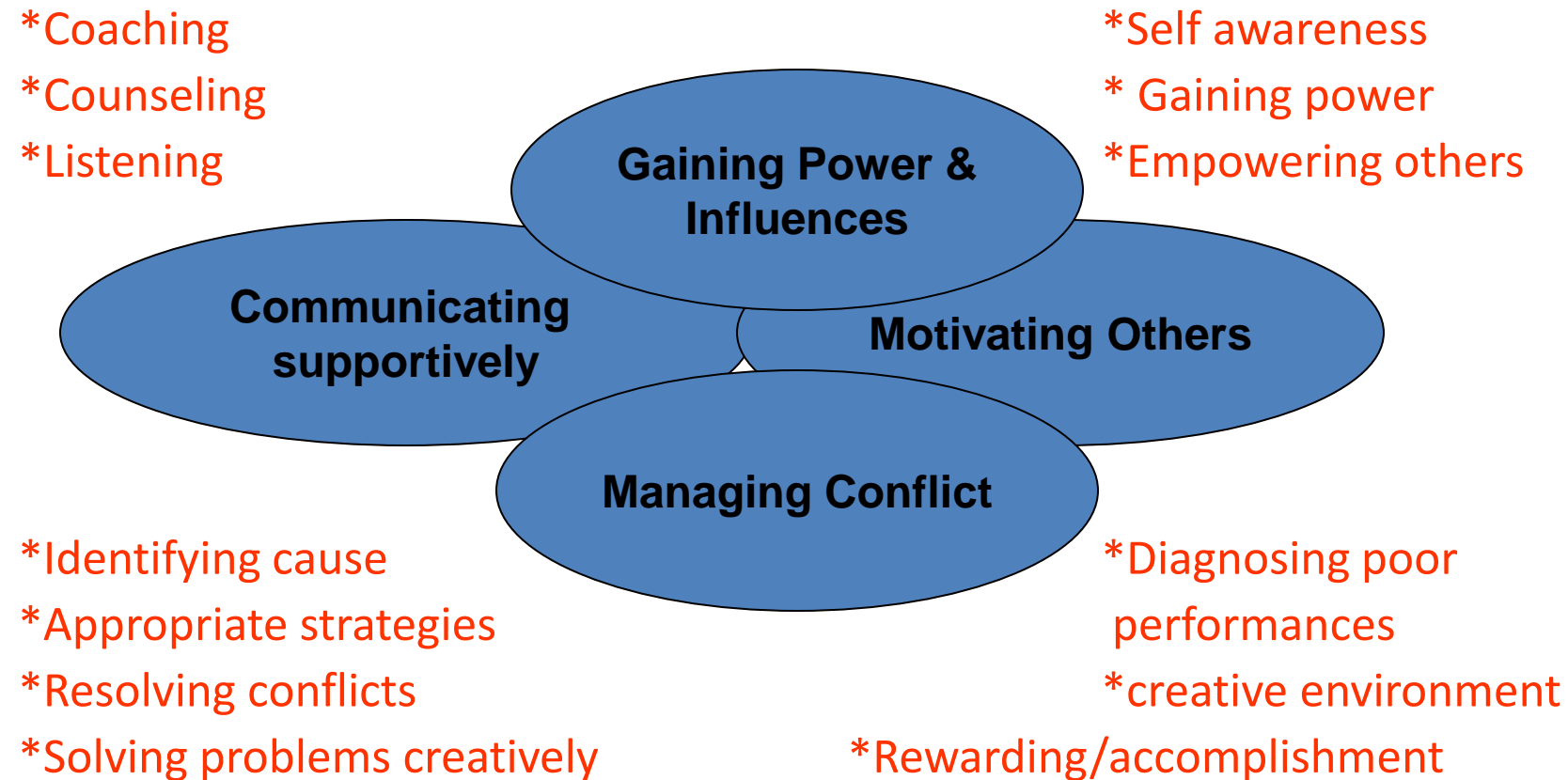
(iv) Maintaining Order and rationality

Models of Leadership Skills (I):

The skills are multiple and intersecting each other.



Model of Leadership Skills(II) :



Health Planning: A process of deciding how the future should be better than present.

- **For proper utilization of health system resources.**
- **For improvement of health services.**
- **National Health Planning defines health problems, identifies unmet needs, surveys resources, establishes priority goals which are realistic & feasible, projects administrative action for accomplishment.**

Plan

- A blueprint for any action: (What, How, When, Who to do?)
- **5 Components:**
- Identification & Prioritization of Health Problems.
- Policies Formulation.
- Objectives establishing.
- Budget allocation.
- Time frame.

Definitions

- **Health Policy:** A guideline/logical frame work for health activities to improve health condition of people.
- **Program:** A sequence of activities designed to implement policies and accomplish policies.
- **Schedule** is a timeframe to complete the action.
- **Procedures:** a set of rules.

Planning is a Cyclic Process(Steps)

- **Step-1. Analysis of the Health Situation.**
- **Collection, assessment, interpretation of information and Demographic data through surveillance .**
- **Epidemiology of diseases, Mortality and Morbidity data**
- **Medical Care Facilities, Technical Manpower, Training facilities.**
- **KABP of population about disease prevention and cure.**

Planning is a Cyclic Process

- **Step-2. Establishing Objectives & Goals.**
- Reduces haphazard activities, uneconomical use of funds, poor performances.
- General Objectives/procedures at upper level become more specified and detailed at lower levels.
- Resources are directed properly taking into nature of objectives (Short Term/Long Term).
- Input-Output analysis are being used for defining goals, objectives and targets.

Planning is a Cyclic Process

- **Step-3. Assessment of Resources**
- In terms of men, money, material, time, knowledge, techniques and skills.
- A balance is maintained what is required, what is available and how to be utilized.

Planning is a Cyclic Process

- **Step-4.Fixing Priorities**
- **Prioritizing objectives/activities in order of importance/ magnitude.**
- **A Good Health manager is a PAPA(Plans well, Analyses critically, Prioritizes Activities and Act timely/promptly).**
- **Formulation of alternate plans.**

Planning is a Cyclic Process

- **Step-5. Writing of formulated Plan**
- Preparation of detailed plans.
- Working guidance to all those responsible for execution eg. Health Care Providers.

Planning is a Cyclic Process

- **Step-6. Programming and Implementation.**
- **Effective organization like staffing, coordination, communication etc.**
- **A standard operating procedures for specific tasks and roles.**
- **Selection, training, motivation, supervision and monitoring of the manpower**
- **Proper management functions are required here.**

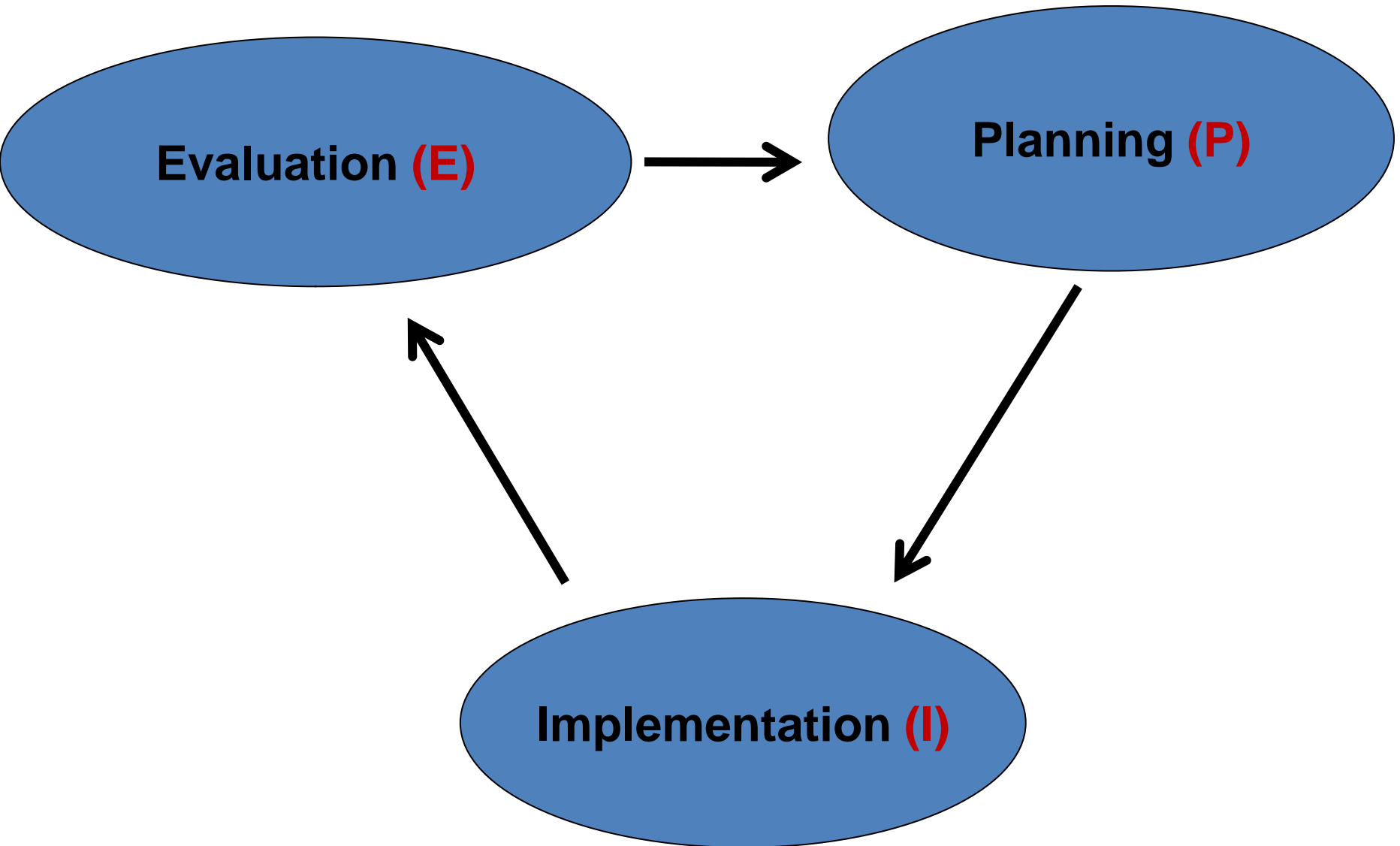
Planning is a Cyclic Process

- **Step-7. Monitoring: “Tracking the tract”.**
- Following the activities during their implementation whether they are proceeding according to predefined schedule or not.
- Keeping the track of the course of activities and taking corrective action before gross failure/deviation occurs.

Planning is a Cyclic Process

- **Step-8.Evaluation:** To assess/measure the degree of achievements of the stated objectives and targets.
- Assessment of adequacy, efficiency, effectiveness etc of final outcomes of a health activity.
- Important for feed-back, opportunity for correction of deficiency and gaps during phase of implementation.

Planning is a Cyclic Process of PIE



Systems View

