

Management

- **Definition 1:** The act of any individual who guides others through a series of routines, procedures, or practice guidelines.
- Components of this definition:
 1. An Individual referred to as a leader or a manager because he is going to lead and guide others
 2. Followers
 3. Routine, procedure, practice guidelines → we have to follow them to achieve certain goals (objectives) at the end
- Manager and leader are not the same, so we have to distinguish between them.
- **Definition 2:** The manipulation of people, the environment, money, time, and other resources to reach organizational goals. Any healthcare organization has the following:
 1. People → man power (physicians, nurses, workers)
 2. Environment→health care setting (the type of service we provide) primary HC, Secondary HC, or Tertiary HC.
 3. Money→equipment, buy drugs, supplies.
 4. Time→ 24 hours, 7days weekly, 365 days yearly.
 5. Resources→ what is available.
- **Definition 3:** to forecast and plan, to organize and to command, to coordinate, and to control. We need to take action. These are the **FUNCTIONS OF MANAGEMENT**.
- **Management is getting the right things done in right way (following procedures and guidelines), in the right time (to provide product/services/higher productivity), by right persons with right amount of resources and effective use of resources**
 - If the time is not well managed/organized → there is no product. E.g. If a factory doesn't work at 7 and delays it till 10 → lower productivity. It is the same in hospitals and HC systems.
 - The right person →E.g. if you are surgeon you can't work as a dentist because you are not the right person for the job.
- **Health System Management (الاختصاص)(what we have in the hospital) 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.**
 - So we are working in an interdependent relationship; an example of this:
When a patient is admitted to a hospital, his vital signs are taken by nurses as well as blood samples and biopsies; they send them to the lab and are then examined by physicians and diagnosed. Physicians depend on information provided by the nurses and technicians. So they are interdependent.
 - That's the meaning of working harmoniously (together) to achieve desired objectives.
Interdependent مترابطة (not Independent مستقلة and not Dependent له تابع).
- **Organization** is the biggest; bigger than management and the health care system.
- Defined as: **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.**
- Organization is not necessarily a hospital; even the class is an organization! E.g. Teacher, students, windows, heaters ...etc. So students without a lecturer are only a part and are nothing and so is a lecturer without students: alone it is nothing but together they are something.

- Management: the manager has functions; they have to be in a certain position.

- Leadership: a leader has roles; either in a position or not.

- **Leadership: Using individual traits and personal power to interact constructively to resolve problems.**

- Both a manager and a leader have objectives to be achieved, and in both there has to be an individual along with followers, but the difference is that leadership has no routine or procedure but there is personal power and personal traits (Charisma: personality/appearance/way of talking, when you look at the person you feel that they are a leader).

- Leadership is the art of getting work done through others willingly. So a position and guidelines are not important. You are affecting others by conviction. Leaders are always in the front, moving forward, taking risks and challenging the status quo (stability), we do not prefer stability because we want to keep moving forward.

- Not a job title but depends on a person's behavior, but a manager is a job title. (The doctor in a hospital is in a position but in the street he is not).

- **Followers/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.

Very important because the leader will not achieve objectives without followers, so if there is strike **اضراب** there is no production.

- **Leader**: Anyone who uses interpersonal skills to influence others to accomplish a specific goal. E.g a student who asks other students to not attend a lecture, Is he in a position? No, but he is a leader.

- **Manager**: An employee who is responsible and **accountable** for efficiently accomplishing the goals of the organization.

- **Functions of Leaders**

1. Achieve consensus **الاجماع** within the group about goals. (Tries to make everybody agree on something to make it easier to achieve goals).
2. Maintain structure that facilitates accomplishing goals through different ways. The way doesn't matter. There is no one way to achieve the goal; a leader gives a chance to others to try-out different methods.
3. Supply information that help provide direction and clarification, so he communicates with the followers to provide information that make it easy to achieve the goal/ E.g. In the hospital the manager says we want to decrease the nosocomial infection rate from 18% to 16%, and he must to say why this must be done (increased complaints, for example).
4. Maintain group satisfaction, cohesion, and performance, achieve the goals, but with satisfaction of followers.

- **Functions of the manager**

1. Clarify the organizational structure. There are pre-determined guidelines and routines. The manager only gives followers a specific route/method to achieve the goals.
2. Choose the means to achieve goals, doesn't give a chance to people to think or be creative.
3. Assign and coordinate tasks.

4. Evaluate outcomes and provide feedback, because he achieves the organization goals, he doesn't care about followers' satisfaction or consensus. Because if you work in an organization you have to follow the routine/guidelines of the organization whether you like it or not.

People prefer to work with leaders and not managers since leaders give us more space to think and be creative which provides more satisfaction. Management in general in the past (70s – 80s) was called only management, then management and administration, 90: management and leadership and we removed the word administration because leadership involves using personal traits for both the leader and the followers (motivation/ emotional intelligence/providing a chance to followers to work)

- **Two type of management or leadership**

1. Formal: legitimate authority related to a position. Closer to managers.
2. Informal: affect others without having a position. Closer to leaders.

Not every leader is a manager and not every manager is a leader. But in some cases it could be. (E.g. The prime minister is a manager but not leader because he is performing his job).

- **Important integrated leader–managers**

1. They think longer term; they must have vision (long-term objective).
2. They look outward, toward the larger organization, not concerned only with one unit but with the whole organization.
3. They influence others beyond their own group, and even affect those outside the organization because when people hear good things about they start to imitate them. Also, a good reputation brings customers.
4. They emphasize vision, values, and motivation.
5. They are politically of good judgment, make diplomatic decisions (by consulting followers and voting).
6. They think in terms of change and renewal, we must look for improvement all the time. If we planned on bringing the infection rate this year down to 18-16 % next year we should aim for 16 to 14 % and so on.

- **Functions of Management**

1. Planning
2. Organizing: Process of coordinating the work to be done.
3. Staffing: start to employ workers in the organization.
4. Directing: Problem solving/decision making/communication/motivation. Process of getting the organization's work done.
5. Controlling: by monitoring quality and budget, measuring performance, providing feedback.

- **Areas of Competency:** What qualities must the manager must have?

1. Communication and leadership management; must be able to communicate face to face, e-mail...etc.
2. Knowledge of the health care environment, engineer can't manage a hospital like the minister of Jordan, Minister of Health, is a civil engineer.
3. Professionalism
4. Business skills like accounting, resource allocation..etc.

- **Manager Roles**

1. •First-level manager رؤساء الشعب : شعبة العظام/ شعبة الجراحة
2. •Middle-level manager مدراء الدوائر : دائرة الصيدلة/التغذية
3. •Top-level manager هيئة الادارة, المدير العام

- **Why are studying the health care management!?**

1. Integration of Health Programs/Departments, we talked about technology improvements and the interdependent relationship, departments now depend on each other, the organizations are becoming bigger, and there are more departments. Therefore we need knowledge of management. In western countries, the manager of a hospital is not necessarily a doctor and could be a business man, because hospital is a business not a charity organization and the budget must be calculated.
2. Overload of work & Distribution of work
3. Changing Health needs/Health Demands. E.g. In the last week (due to snow) many incidents of car accidents, falling, sliding, were reported and so there are a lot of patients with broken bones and we need Orthopedics اعظم اخصائي to work 24 hours.
4. Improvement of health care. Important for patient and customer more than doctors, because they are the income and we need to have their satisfaction.

There are 3 slides about the history of management discussed briefly, important to know:

- **Frederick W. Taylor** this scientist stated that the way used in the past to manage organizations is similar to the way the military is run. They look at the appearance of a person; tall, fit people were assigned as officers while short, slim people were assigned as soldiers. They didn't look at mental or technical abilities. They also used to assign people to positions opposite of what they want to stay in control.
- but **Taylor's Theory** stated that an organizations can achieve better by standardizing how the task is accomplished (there is one best way to accomplish the task), and each person should be able to see where they fit in the organization and not told so by the manager. The qualifications should mask the required task. These ideas were revolutionary & greatly increased productivity of organizations.
- Many scientist followed and gave ideas on the functions of management (planning/ organizing/ commanding) and some expanded them to seven, they considered the budget a function.

- **What does the organization need?**

•Manpower •Money •Materials •Minutes (Time) •Knowledge (All staff) •Techniques •Skills

- **REFER TO SLIDE 25** This is the management process: Input > conversion > output.

When the patients comes to the hospital they will find doctors, machines, labs, nurses, guidelines all of them work together to aid in patient treatment. We are affected by many things around us like economical, political, ethical situations and insurance companies.

- **Functions of Management AGAIN**

1. **Planning** of course of action/health activities (implementation & evaluation).
2. **Organizing** resources, Organizational structure and assigning a specific job chart.
3. **Staffing**: recruitment, training, supervision, monitoring.
4. **Controlling** the quality of activities of the members through setting up standards for performance.
5. **Directing and Decision making**: issuing orders & instructions.
6. **Coordinating** all the efforts and activities of all the team members/stakeholders and other sectors.
7. **Reporting**: to higher levels.
8. **Budgeting**: maintaining accounts & spending contingencies.
9. **Innovation** of new work methods.
10. **Representation/Delegating** of organization at different levels

- **What skills needed in a Good Health Manager?**

1. *Effective Communication*
2. *Effective Conceptual Skill*: As a manager I must know what the employees do at the levels below me in the organization, because when there is a problem I am the one responsible for all the organization.
3. *Effective Human Skill*: comfortable relationship between employees and the manager. Humane relationships, motivation, discipline, training, performance appraisal, rewarding.
4. *Developing Team-work*
5. *Effective technical skills*
6. *Effective leadership skills*

- ***How does a manager communicate effectively?***

- **Communicating supportively**

- By coaching: counseling and listening
- E.g. A football coach when displeased with a player calls him out of the match and talks to him but doesn't fire him.
- You have to know the different between listening and hearing (for life purposes, not exam purposes), hearing *هون بطلع من هون بدخل* , but listening comes with processing and an action. Listen to your patients.

- **Gaining Power & Influences**

- Gaining power, self-awareness (know your abilities), empowering others (shares power with others)

- **Managing Conflict**

- Diagnosing poor performances: supervision for employees
- Creative environment: has a good environment to work.
- Rewarding/accomplishment.

- **Health planning**: we will take another lecture about it.

- These questions first come to mind: what, how, when, what, and why we need to do this.
- When I want to start an organization or to add a new service in my hospital, I need to know why I need this service! Because it may have a high demand but is not available in the country. This is planning.
- A cyclic process, with three steps:
 1. **Planning**
 2. **Execution**(implementation)
 3. **Evaluation** (to see if the goal was achieved/check for mistakes)

- **Health care Policy**: A guideline/logical frame work for health activities

- **Program**: A sequence of activities designed to implement policies and accomplish policies.

- **Schedule**: Is a timeframe to complete the action, usually for employees (shifts A B C).

- **Procedures**: A set of rules, what we are allowed to do and what we are not.

THANK YOU
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