



2024 SUMMARY

COMMUNITY MEDICINE

DR. AHMAD AL-QAWASMI

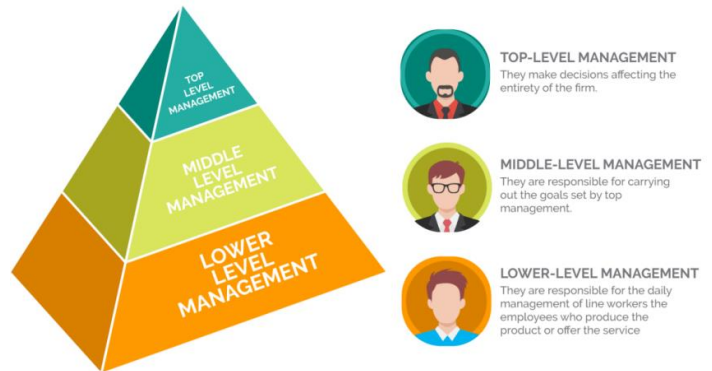


Health Care Management

- **Management:** The art of planning, organizing, directing and controlling (getting things done by and through people)
- Organization has 3 characteristics: Goal (purpose), People, Structure
- Healthcare management is a growing profession in both:
 - **Direct care settings:** Organizations that provide care directly to a patient
 - **Non direct care settings:** Organizations that support the care of individuals through products and services made available to direct care settings
- Needs and requirements in the health care managers: **leadership, supervision, coordination**
 - Coordination involves that the managers have to ensure that tasks are carried out in the best way (most appropriate, time and cost-effective services for the patient) and that appropriate resources (financial and human), are adequate to support it
 - Managers important decisions that can shape the organizations
- Domains must be considered by the managers:
 - **External domain:** Resources and activities that exist outside the boundary of the organization but that significantly affect the organization such as **community needs** and **demographics**
 - **Internal domain:** Refers to those areas of focus that managers need to address on a daily basis, such as ensuring the appropriate number and types of staff, and quality of care
- **Management Function:** It is a broad area of responsibilities composed of many activities aimed at achieving a predetermined objective (target)
- Six management functions include:
 - **Planning:** is the process of looking forward, and it requires:
 - ✓ Set direction, priorities, performance targets and what needed to be accomplished
 - ✓ It refers to **How and Why?** For example, developing policies and procedures
 - **Organizing:** It is the effective utilization of resources to achieve objectives and goals
 - ✓ It refers to the allocation of tasks, teamwork assignments
 - ✓ Delegation of authority to meet the deadline are critical components of this function
 - **Staffing:** This function refers to **acquiring and retaining human** resources
 - ✓ It also refers to developing and maintaining the workforce
 - ✓ Provide the qualification needs and to have adequate staffing maintain smooth workflow
 - **Controlling:** This function refers to **monitoring staff** activities and performance and taking the appropriate actions for corrective action to increase performance
 - ✓ Comparing the actual performance with the standards of the organization to ensure it does not deviate from standards
 - **Decision making**
 - **Directing:** To **guide, instruct**, and **oversee** employees to achieve predetermined objectives.
 - ✓ Involves effective leadership, motivation and communication with, subordinates

- **Competency:** having the adequate ability or qualities to perform certain functions
- Key competencies of the effective manager (by Katz 1974):
 - **Conceptual skills:** involve the ability to critically **analyze** and **solve** complex problems
 - **Technical skills:** reflect expertise or ability to **perform a specific work** task such as **design** and implement modifications to a computer-based staffing model
 - **Interpersonal skills:** enable a manager to **communicate** with and work well with other individuals, regardless of whether they are peers, supervisors, or subordinates such as **counseling** a low-performance employee

- The hierarchy of management
 - The upper level is referred to as **senior** management
- **Vertical structure** is the **most common** organizational structure
 - **Functional** organizational structure
 - **Pyramid-shaped** hierarchy
 - It is the traditional structure



- **Matrix or team-based models:** useful when skills need to be shared **across departments** to complete a task and can allow companies to utilize a **wide range of talents** and strengths
- **Service line management model:** a system in which a hospital is divided into specialist **clinical areas** that are then managed, by clinicians, as distinct operational units
 - Enables clinicians and managers to plan service activities, set objectives and targets, monitor operational activity and manage performance
- Leadership versus Management
 - **Leadership:** is being able to see the present for what it really is, see the future for what it could be and then take action to close the gap between today's reality and future of tomorrow
 - Not necessarily a leader to be a manager or vice versa
 - **Leader** is important to cope with new **challenges**, and achieve a **competitive** advantage
 - **Manager** is important to maintain a **smooth functioning**, and utilize **resources** effectively
 - The organization should have a mix of leaders and managers to succeed
- Styles of Leadership in Healthcare
 - **Coercive leadership (Autocratic)**
 - ✓ Power is used **inappropriately** to get a desired response from a follower
 - ✓ **Very directive** format, should probably **not be used** unless the leader is dealing with a very **problematic subordinate** or is in an **emergency** situation and needs immediate action
 - ✓ Not effective in the long period of time, the other styles are more effective
 - ✓ May contribute to **rapid turnover**
 - **Participative leadership (Democratic)**
 - ✓ Asking follower for input and **giving them a voice** in making decisions

- **Pacesetting leadership**
 - ✓ Sets **high performance standards** for the followers
 - ✓ Very effective when the employees are self-motivated and highly competent
- **Coaching style**
 - ✓ Recommended for the very top personnel in an organization
 - ✓ Focuses on the **personal development** of the followers rather than the work tasks
 - ✓ For the followers the leader can trust and who have proven their competence
- Most good leaders use a mix of styles, for example, a leader may take an autocratic approach to implementing some changes, such as requiring compliance with handwashing protocols, while taking a democratic or participatory approach to other decisions, such as developing methods to decrease surgical site infections

Motivation

- Motivation is important to achieve goals for the organization and the employee
- Healthcare managers need to be able to manage and motivate the wide array of employees
- **Motivation:** the act or process of providing a motive that causes a person to take some action
 - The process of motivation depends on both the manager and the employee
- Motivated employees feel invested in the organization are happier, work harder, are more productive, with better outcomes, increase the competitive ability of the organization and typically stay longer with an organization
- When self-esteem is constantly under attack, stress occurs, morale diminishes, illness prevails, and absenteeism goes up
- Employees and organizations face pressures:
 - **Internal pressure** such as shortages of certain types of healthcare workers, increasing accreditation requirements, dealing with limited resources, increasing responsibilities connected with providing quality care, and ensuring patient safety
 - **External pressure** such as aging population, economic downturns, increases in market competition, increases in the cost of providing care, and healthcare reform
- Theories of motivation (Employee Needs theories)
 1. **Needs-Based Theories of Motivation: Maslow's Hierarchy of Needs (1954)**
- An individual will be motivated by and strive to progress to satisfy the next higher level of need
 - **Physiological needs:** including food, water, breathing, sexual drive, sleep
 - **Safety needs:** including shelter, a safe home environment, employment, a healthy and safe work environment, access to health care, money, and other basic necessities
 - **Belonging needs:** including social contact, family, friendship, affection, and support
 - **Esteem needs:** including status, recognition, positive regard (sense a value and contribution)
 - **Self-actualization needs:** self-awareness, personal growth and development, autonomy
- **Satisfaction / progression:** motivated individuals continually progress upward through levels

2. Alderfer's ERG Theory (1972)

- Reduced Maslow's levels from 5 to 3, and involve *forward (satisfaction/progression)* and *backward (frustration, regression)* movement between levels
 - **Existence:** physiological and safety needs in Maslow
 - **Relatedness:** belonging needs in Maslow
 - **Growth:** esteem and self-actualization needs in Maslow

3. Herzberg's Two-Factor Theory (2003)

- Consolidation of Maslow into 2 areas of needs
 - **Hygienes:** lower-level motivators and included company policy and administration, supervision, interpersonal relationships, working conditions, salary, and security
 - **Motivators:** higher-level factors and focused on aspects of work, such as achievement, recognition for achievement, the work itself, responsibility, and growth or advancement
- In 1975, Roger summarized this theory (hygiene factors do not produce a satisfied employee but prevent not satisfied one)

4. McClelland's Acquired Needs Theory (1985)

- Needs are not innate but are learned or developed as a result of one's life experiences
 - **Need for achievement:** emphasizes the desires for success, mastering tasks, attaining goals
 - **Need for affiliation:** focuses on the desire for relationships and associations with others
 - **Need for power:** relates to the desires for responsibility, control, and authority over others
- Extrinsic factor theories of motivation = **Reinforcement Theory (Skinner 1953)**
 - **Positive reinforcement:** relates to taking action that *rewards* positive (**desirable**) behaviors
 - **Negative reinforcement:** anything that strengthens and increases **desirable** behavior by the withdrawal or *removal of unpleasant* consequences
 - **Punishment:** the act of causing an *unpleasant consequence* to a response to prevent the person from repeating a **non-desirable** behavior (such as suspension)
 - **Extinction:** *Eliminating any reinforcement* that is maintaining a behavior
- Intrinsic (endogenous) Factor Theories of Motivation = **Adams' Equity Theory (1963)**
- Rewards can be:
 - **Extrinsic:** reinforcements that are given by another person, including:
 - ✓ Money: in the form of pay, bonuses
 - ✓ Benefits: including health, dental, and vision insurance, vacation days, sick leave
 - ✓ Flexible schedules
 - **Intrinsic:** derived from within the individual (summarized by Manion 2005)
 - ✓ Healthy relationships

- ✓ **Meaningful work:** feel that they make a difference in people's lives (health care sectors)
 - ✓ **Competence**
 - ✓ **Choice:** Encourage the employee to express his views and opinions, sharing in decision making, and finding other ways to facilitate participatory approaches to problem solving
 - ✓ **Progress** (celebrate when progress)
- Misconceptions about motivation:
 - **Hay Group study** (1999): 500,000 employees ranked fair pay and benefits as the least ten important motivating factors that keep them committed and staying with their companies
 - ✓ **Money** is not the most important factor
 - Some employees in organizations are **not motivated at all** despite the application of several packages for motivating employees
 - ✓ Manion (2005) believe that, everyone is motivated by something
 - Managers believe that **one size fits all** employees in rewarding and recognizing them
 - ✓ Atchison (2003): managers need to consider preferences when planning to motivate employees in order to improve effectiveness
- Motivational strategies
 - **Celebration**
 - Focus on **revitalizing** employees
 - Focus on **collaboration** instead of competition
 - Play to employees' **strengths**
 - Give employees three **compliments** for every criticism
 - Acknowledge the importance of **work-life balance** and employee well-being

Strategic planning (SP)

- It is the process of identifying a desired future state for an organization and means to achieve it
 - Strategic planning is the systematic and organized process
 - It is a dynamic and not a linear process.
 - **SWOT** analysis provides a foundation for strategy development
 - ✓ **Strengths:** Factors that have a **positive** effect (enablers) on achieving objectives
 - ✓ **Weaknesses:** Factors that are have a **negative** effect (barrier) on achieving objectives
 - ✓ **Opportunities:** **External** Factors that are likely to have a **positive** effect
 - ✓ **Threats:** **External** Factors and conditions that are likely to have a **negative** effect (making the objective redundant or un-achievable)



- **Mission, Vision, and Value (MVV)** statements are reviewed as part of the strategic planning process to ensure they continue to be aligned with the organization's future market environment and to help identify future desired strategic directions
 - **Mission** of any organization is its enduring statement of **purpose**
 - ✓ Aims to identify what the organization does, whom it serves, and how it does it
 - ✓ For example, Radiologix, a radiology services company, "strives to be the premier provider of diagnostic imaging services through high-quality service to patients, referring physicians and mutually beneficial relationships with radiologists who provide expert interpretations of diagnostic images"
 - **Vision:** identify specific future state of organization, usually an **inspiring goal** for many years
 - ✓ The vision of the American Hospital Association is "of a society of healthy communities, where all individuals reach their highest potential for health"
 - **Values** statement should help define the organization's **culture**
 - ✓ What characteristics it wants employees to convey to customers
 - ✓ An example of one such value from Duke University Health System in North Carolina is: "We earn the trust our patients place in us by involving them in their health care planning and treatment and by exceeding their service expectations"
- Although the **mission statement is generally the most enduring** of the three, each of these statements may be altered over time to adapt to the environment
 - As an example, the increasing influence of consumerism in health care drove an organization to revise its vision and value statements to become more customer service focused, which in turn (hopefully) helped to change the organization's culture




ARKAN
◆ A C A D E M Y ◆

علم فى كل مكان

 Arkan academy

 Arkanacademy

 www.arkan-academy.com

 +962 790408805