

An Overview of Health Care Management

* **Management** ⇒ Planning, organising, directing and controlling: the art of getting things done by and through people [WHO]

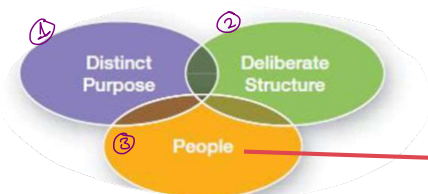
Goal : Whenever group efforts are necessary to achieve anything

* **Organization**: A deliberate arrangement of people to accomplish some specific purpose

The nature of organizations requires

- ① provide leadership
- ② supervision and coordination of employees.

⇒ All organization have three common characteristics

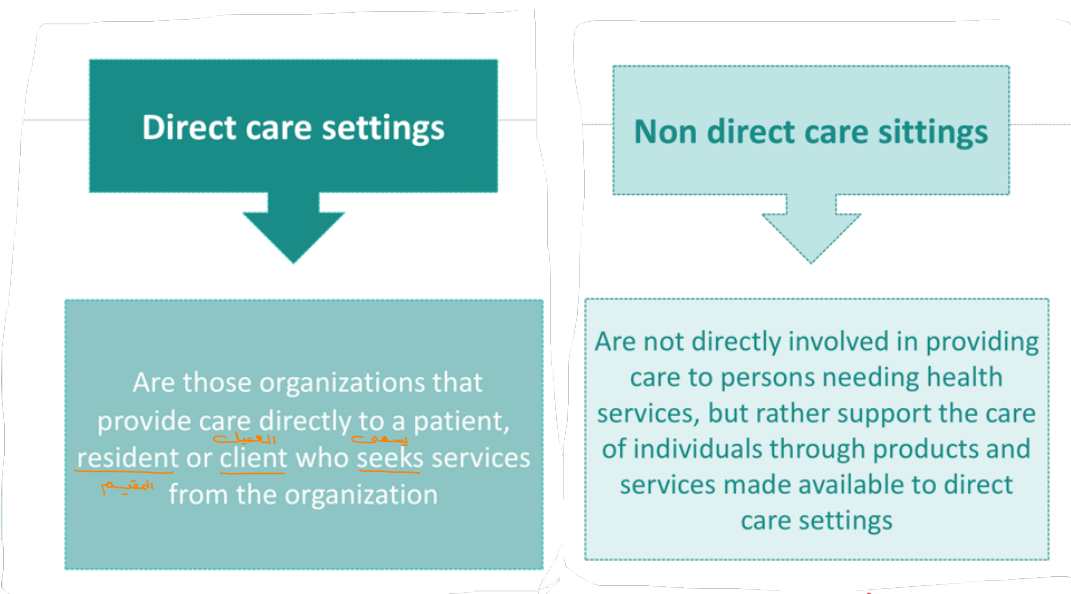


While it is necessary to ensure that things get done, the manager should never forget that without people, nothing will get done!

⇒ one of the application of management principle for health care is

Healthcare Management

is a growing profession with increasing opportunities in both direct care and non-direct care settings.



* **Managers** are needed to

① Ensure organizational tasks are carried out in the best way possible to achieve organizational goals (why)

② and that appropriate resources, including financial and human resources, are adequate to support the organization.

* appropriate resources

Ⓐ Financial resource

Ⓑ human resource.

Three levels of management

The upper level is

referred to as senior management



* Management position within health care organization exist at the lower, middle and the upper level

TOP-LEVEL MANAGEMENT

They make decisions affecting the entirety of the firm.

MIDDLE-LEVEL MANAGEMENT

They are responsible for carrying out the goals set by top management.

LOWER-LEVEL MANAGEMENT

They are responsible for the daily management of line workers the employees who produce the product or offer the service

These point illustrate daily management.



The hierarchy of management

means that authority, or power, is delegated downward in the organization, and lower-level managers have less authority than higher-level managers, whose scope of responsibility is much greater.

Note

* Health care organizations are complex and dynamic.

* why the individual staff operating on their own could not get the job done

In health care organizations, the scope and complexity of tasks carried out in provision of services are so great

* The coordination of many highly specialized disciplines that must work together seamlessly is required.

Health care managers are appointed to positions of authority where they shape the organization by making important decisions.

Decision made by health care managers

① Focus on ensuring that the patient receives the most appropriate, timely, and effective services possible.

② Address achievement of performance targets that are desired by the manager.

Managers must consider two domains as they carry out various tasks and make decisions.

to make good decisions

The external domain:

Refers to the influences, resources, and activities that exist outside the boundary of the organization but that significantly affect the organization. Such as community needs and insurers.

The 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.

Keeping the dual perspective requires significant balance and effort on the part of management in order

له يتطلب المصالح المتطور المنظور قوائم وجهه كجوديه من هياكل الادارة.

Function is a broad area of responsibility composed of many activities aimed at achieving a predetermined objective.

①

Planning

is the process of looking forward.

* Requirement for this function

- manager to set a direction
 - determine what needs to be accomplished
- It means
It means setting priorities and determining performance targets.
- this function refers to
- Ex: developing policies and procedures.
- How?
why?

④

Controlling:

Comparing the actual performance with the standards of the organisation.

This function refers

- to monitoring staff activities, and performance
- taking the appropriate actions for corrective action to increase performance.

Note: Controlling involves ensuring that performance does not deviate from standards.

②

Organizing:

refers to effective utilization of resources to achieve organisation objectives.

Critical components (this management function refers)

- the allocation of tasks
- teamwork assignments,
- delegation of authority to meet the deadline

⑤

Directing

providing guidance to employees to perform to the best of their ability and capacity.

Goal: to guide, instruct, and oversee employees to achieve predetermined objectives.

The focus in this function:

is on initiating action in the organization through 1) effective leadership 2) motivation 3) communication with, subordinates

③

Staffing

provide the qualification need and to have adequate staffing maintain smooth workflow.

This function refers

- to acquiring and retaining human resources
- to developing and maintaining the workforce through various strategies and tactics.

⑥

Decision making

making effective decisions based on

① consideration of benefits

② consideration of the drawbacks of alternatives.

In order to effectively carry out these functions, the manager needs to possess several key competencies.

⇒ effective manager including

④ Conceptual skills

Are those skills that involve the ability to critically analyze and solve complex problems

Ex: a manager conducts an analysis of the best way to provide a service or determines a strategy to reduce patient complaints regarding food service.

refers to a state in which an individual has the adequate ability or qualities to perform certain functions

② Technical skills

Are those skills that reflect expertise or ability to perform a specific work task.

Ex: a manager designs and implements modifications to a computer-based staffing model

③ Interpersonal skills

Are those skills that enable a manager to communicate with and work well with other individuals, regardless of whether they are peers, supervisors, or subordinates.

Ex: a manager counsels an employee whose performance is below expectation or communicates to subordinates the desired performance level for a service for the next fiscal year.

ينصح المدير الموظف الذي يكون أدائه أقل من المتوقع أو ينقل الرؤوسين مستوى الأداء المطلوب لخدمة السنة المالية التالية.

Leadership versus Management

In any business setting, there must be leaders as well as managers.

There are leaders who are good managers and there are managers who are good leaders

Why balanced organization should have a mix of leaders and managers to succeed ?

organizations need leaders to cope with new challenges, and transform organizations in order to achieve a competitive advantage in the marketplace.

①

organizations need managers to maintain a smoothly functioning workplace, and to utilize resources effectively.

②

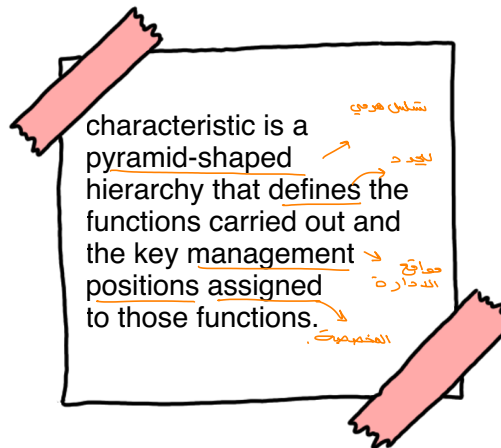
Administrative structures have been adopted by health care organization.

Vertical structure

The traditional structure

⇒ The most organization structure for health care organization is

functional organizational structure



Administrative structures have been adopted by health care organization.

matrix or team-based models

This type of structure is often 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 models.

Service-line management is a system in which a hospital is divided into specialist clinical areas that are then managed, by clinicians, as distinct operational units. Service-line management enables clinicians and managers to plan service activities, set objectives and targets, monitor operational activity and manage performance

تتميز بإدارتها عبر تخصصات
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Leadership — is it is conceptualized as a process that elicits influence within a context for achieving goals by sharing a common vision

— 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 the preferred future of tomorrow

Styles of Leadership in Healthcare

Coaching style

With this style the leader focuses on:

the personal development of his or her followers rather than the work tasks.

Note

A coaching style is recommended for the very top personnel in an organization.

يوصف بالاستخدام المفضل للدرج
للمنابر العليا في المؤسسة.

This should be reserved for followers the leader can trust and those who have proven their competence

لا يجب أن يقتصر هذا على المتابعين
الذين يمكن الوثوق بهم
والذين أثبتوا كفاءتهم

most good

Leaders use a mix

of styles

Pacesetting style

In a pacesetting style, a leader sets high performance standards for his or her followers.

This is very effective when the employees are self-motivated and highly competent-e.g., intensive care nurse

دوافع ذاتية

كفاءة عالية

Participative style [Democratic]

Many healthcare workers are highly trained, specialized individuals who know much more about their area of expertise than their supervisor.

مدرّبون

و متخصصون يعرفون الكثير
عن مجال خبرتهم أكثر من
المشرف عليهم

Healthcare workers will respond better and be more productive if the leader is participative in his or her style.

استجابة

لأنه إذا كان القائد مشاركاً في
أسلوبه

Asking for their input and giving them a voice in making decisions will let them know they are respected and valued.

مطلوب

مساهماتهم

سيستجيبون لبروز أفكارهم
محتشرون و محترمون.

Coercive (Autocratic) style

عنف ضاربي / غير لائق

power is used inappropriately to get a desired response from a follower.

This 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.

تنسيق مباشر

استكثارية

المرؤوس

In healthcare settings over longer periods of time, three other leadership styles could be used more effectively: participative, pacesetting, and coaching.

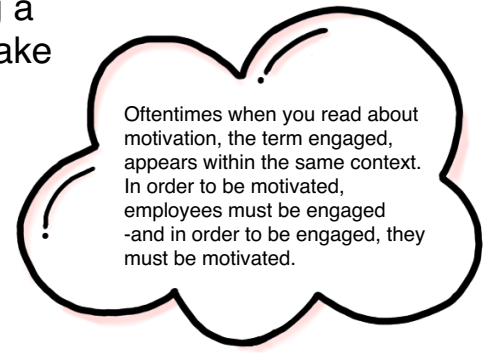
②

③

MOTIVATION

motive is "something (a need or desire) that causes a person to act"

⇒ Is the act or process of providing a motive that causes a person to take some action



Motivation and The staff

In discussing management and motivation, it is important to continually remember the roles of both **managers** and **employees** in the process of motivation.

managers

Managers can work to provide various types of **incentives** in an effort to **influence** an employee in any number of ways, such as **rearranging work schedules**, **improving working conditions**.

③ Rewards

- serve as incentives
- the real motivation to act comes from within the individual

Intrinsic rewards

are derived from within the individual. For a healthcare employee, this could mean taking pride and feeling good about a job well done.

Extrinsic rewards

pertain to those reinforcements that are given by another person.

To be successful, healthcare managers need to be able to manage and motivate this wide array of employees

Top-performing organizations recognize that employee engagement requires motivation and is the driving force behind organizational performance and outcomes

(but)

Meeting the needs and achieving the goals of both the employer and the employee is often difficult for managers in all types of organizations.

Challenges

The challenging task to managers is to identify each employee is motivated by what package.

employees

While these may have an impact on an employee's level of motivation and willingness to act, when all is said and done, it is the employee's decision to take action or not.

The types of workers in healthcare sector range

- highly trained and highly skilled technical and clinical staff members, e.g. physicians and nurses
- unskilled workers.

Employees who are motivated feel invested in the organization, are happier, work harder, are more productive, and typically stay longer with an organization,

A motivated and engaged workforce experiences better outcomes and provides an organization with a competitive edge to successfully compete and be viewed as dominant force in the market.

① People spend approximately one-third of their lives at work, and managers need to recognize that the workplace is one of the most important aspects of a person's identity

② As healthcare employees are continually being asked to increase their responsibilities with fewer resources, managers must create a work environment in which employees are engaged, happy at their job, inspired, and motivated.

Because managers face constant challenges to motivate the workforce including :

The first is to motivate employees to work toward helping the organization achieve its goals.

The second is to motivate employees to work toward achieving their own personal goals

why ?

especially healthcare organization face pressure

① Externally ⇒ The healthcare system must confront challenges such as

- aging population
- economic downturns → الانكماش الاقتصادي
- increases in market competition
- increases in the cost of providing care
- healthcare reform → إصلاح

② Internally ⇒ Our healthcare system faces pressure stemming from challenges such as

- shortages of certain types of healthcare workers
- increasing (accreditation) requirements → الاعتماد
- dealing with limited resources
- increasing responsibilities connected with providing quality care
- ensuring patient safety.

Gallup interviewed more than 1.2 million employees at more than 800 hospitals" (2010). The purpose of the research conducted was to understand what engaged healthcare employees like

Results showed that engaged healthcare employees:

- Are more productive
- Are more focused on patient care and treatment
- Are safer
- Are loyal to their employers

According to Gallup, within the U.S. workforce, more than \$300 billion is lost in productivity alone is disengaged employees

bring morale down and impact the organization's bottom line.

يخفض الروح المعنوية ويؤثر على النتيجة النهائية للمنظمة.

↓ المعلومات مكررة بين سنان نفهم ونربط المعلومات

Employees who are motivated feel invested in the organization, are happier work harder, are more productive, and typically stay longer with an organization

A motivated and engaged workforce experiences better outcomes and provides an organization with a competitive edge to successfully compete and be viewed as a dominant force in the market.

without motivation



في المواقف التي يبرز فيها اهتمام الذات للمهنيين بالأسرار

In situations where people self-esteem is constantly under attack, stress occurs, morale diminishes, illness prevails, and absenteeism goes up



الروح المعنوية

الغياب

التغيب

THEORIES OF MOTIVATION

Psychologists have studied human motivation extensively and have derived a variety of theories about what motivates people

- ⇒ These include theories that focus on motivation being a function of
1. employee needs of various types,
 2. extrinsic factors, and
 3. intrinsic factors.

Needs-Based Theories of Motivation Maslow's Hierarchy of Needs Maslow

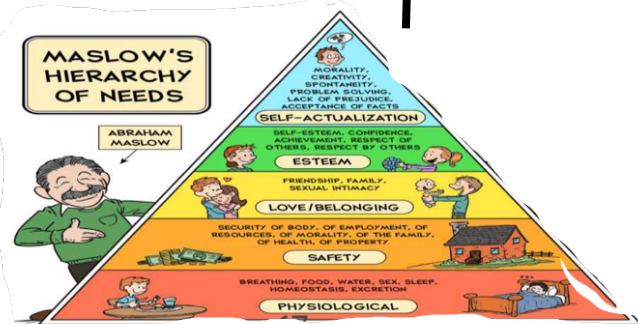
التسلسل الهرمي للاحتياجات

Maslow (1954) postulated a ("hierarchy of needs") that progresses from the lowest level needs to the highest level of self-awareness and actualization.

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Once each level has been met, the theory IS that an individual will be motivated by and strive to progress to satisfy the next higher level of need. The five levels in Maslow's hierarchy are:

The movement from one level to the next was termed "satisfaction progression"



1. Physiological needs-including food, water, breathing, sexual drive, sleep
2. Safety needs -including shelter, a safe home environment, employment, a healthy and safe work environment, access to health care, money, and other basic necessities;
3. Belonging needs-including the desire for social contact and interaction, family, friendship, affection, and various types of support;
4. Esteem needs including status, recognition, and positive regard; (People need t sense that they are valued and by others and feel that they are making a contribution to the world).
5. Self-actualization needs--including personal growth and development,. and autonomy

Alderfer's ERG Theory

- Alderfer also added his frustration--regression principle, which postulated that individuals would move in and out of the various levels, depending upon the extent to which their needs were being met

اعتماداً على مدى كونه احتياجاتهم.

- The three components identified by Alderfer (1972) in his ERG theory drew upon Maslow's theory but also suggested that individuals were motivated to move forward and backward through the levels in terms of motivators. He reduced Maslow's levels from five to the following three:

1. (Existence)-which related to Maslow's first two needs, thus combining the physiological and safety needs into one level;

2. Relatedness which addressed the belonging needs

لح التوافق الذي تناول حاجات الانتماء

3. Growth-which pertained to the last two needs, thereby combining esteem and self

actualization. (التقدير) (احترام الذات)

اللهم صل وسلم وبارك على سيدنا
وحبيبنا وشفيعنا محمد وعلى اله
وصحبه اجمعين

سبحان الله وبحمده سبحان الله العظيم

لا حول ولا قوة الا بالله

Herzberg's Two-Factor Theory

- ✳ Herzberg (2003) further modified Maslow's needs theory and consolidated down to two areas of needs that motivated employees. These were termed:

1. **Hygienes** - These were characterized as lower-level motivators and included, for example, "company policy and administration, supervision, interpersonal relationships, working conditions, salary, and security



2. **Motivators** - These emphasized higher-level factors and focused on aspects of work, such as "achievement, recognition for achievement, the work itself responsibility, and growth or advancement



Herzberg's is an easily understood approach that suggests that individuals have desires beyond the hygiene's and that motivators are very important to them.

يشير إلى أن الأفراد لديهم رغبات تتجاوز النظافة وأن المميزات مهمة بالنسبة لهم.

McClelland's Acquired Needs Theory

- ✳ The idea here is that needs are acquired throughout life. That is, needs are not innate but are learned or developed as a result of one's life experiences (McClelland 1985).

المفهوم هنا هو أن الاحتياجات لا تكون فطرية بل مكتسبة طوال الحياة. أي، الاحتياجات ليست فطرية بل تتطور نتيجة لتجارب الحياة.

This theory focuses on three types of needs:

1. **Need for achievement**-which emphasizes the desires for success, for mastering tasks, and for attaining goals;

2. **Need for affiliation**--which focuses on the desire for relationships and associations with others; and

3. **Need for power** which relates to the desires for responsibility for, control of, and authority over others.



Extrinsic Factor Theories of Motivation

⇒ Reinforcement Theory.

Skinner (1953) studied human behaviour and proposed that individuals are motivated when their behaviours are reinforced. The first two are associated with achieving desirable behaviours, while the last two address **undesirable behaviours**:

1. **Positive reinforcement** — — relates to taking action that rewards positive behaviours;
2. **Negative reinforcement** — — anything that strengthens and increases behaviour by the withdrawal or removal of unpleasant consequences.
3. **Punishment** — — Punishment is the act of causing an unpleasant consequence to a response to prevent the person from repeating that behavior. Placing an employee on suspension for excessive absenteeism is an example of punishment.
4. **Extinction** — — Eliminating any reinforcement that is maintaining a behaviour is called extinction.

لے اقترح انہم تحفہ ایڈوارڈ
عندما یتیم کمزیر سلوچانہم

Intrinsic Factor Theories of Motivation

Theories that are based on intrinsic or endogenous factors focus on internal thought processes and (perceptions) about motivation.

Adams Equity Theory

Adams' Equity Theory—which proposes that individuals are motivated when they perceive that they are treated equitably in comparison to others within the organization (Adams, 1963);

Note

all of these theories are helpful in understanding management and motivation from a conceptual perspective, it is important to recognize that most managers draw upon a combination of needs, extrinsic factors factors in an effort to help motivate employees.

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یتیم تحفہ ایڈوارڈ
لے اقترح انہم تحفہ
بشکل منصفہ مکارہ
بالاخرینہ دافل
المنفایہ.

المنفایہ
بشکل منصفہ مکارہ
بالاخرینہ دافل
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Positive Reinforcement

Positive behavior followed by positive consequences (Manager praises the employee)

Negative Reinforcement

Positive behavior followed by removal of negative consequences (Manager stops nagging the employee)

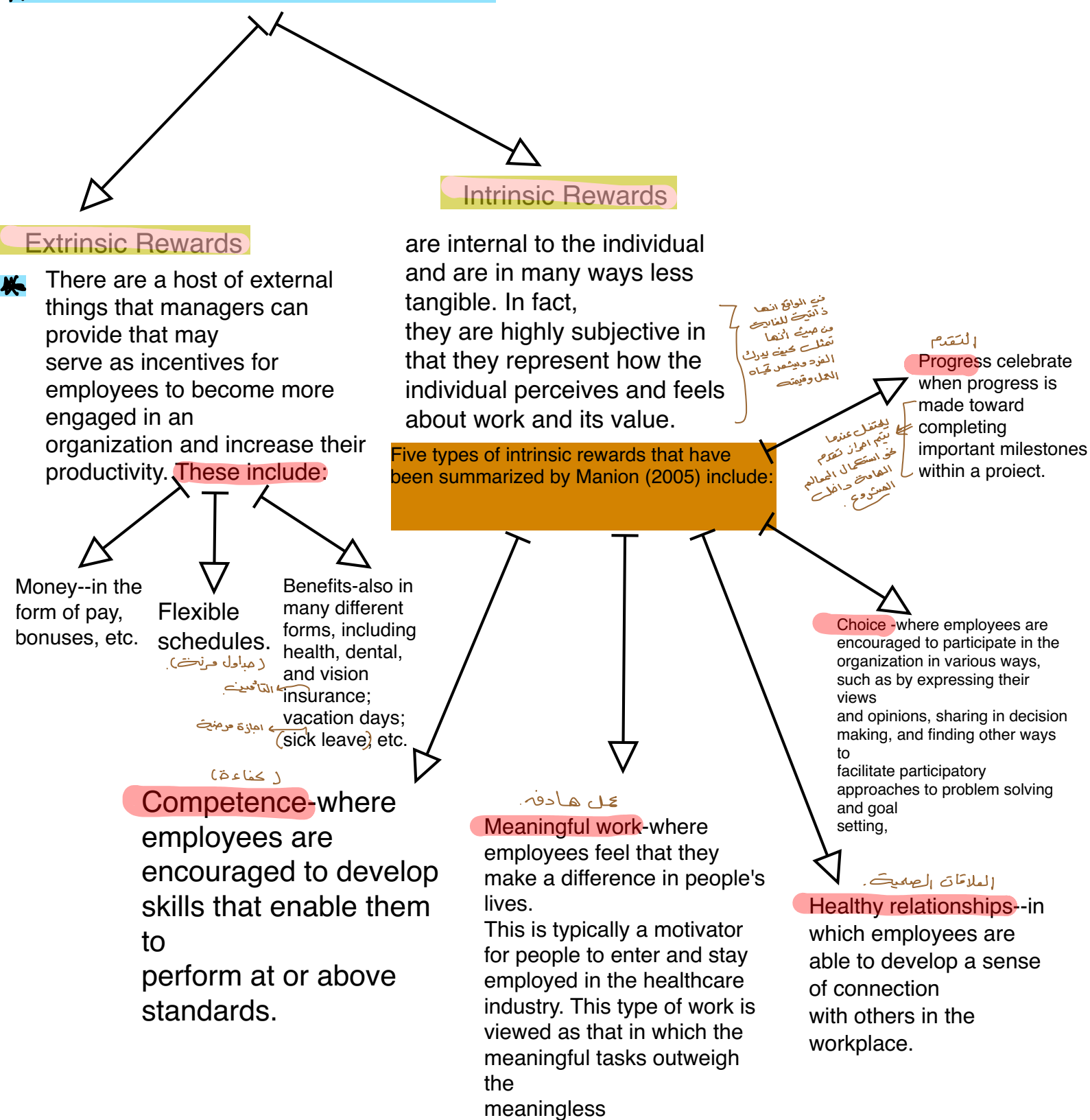
Punishment

Negative behavior followed by negative consequences (Manager demotes the employee)

Extinction

Negative behavior followed by removal of positive consequences (Manager ignores the behavior)

A Bit more about Incentives and Rewards.



Misconception on extrinsic and intrinsic motivation.

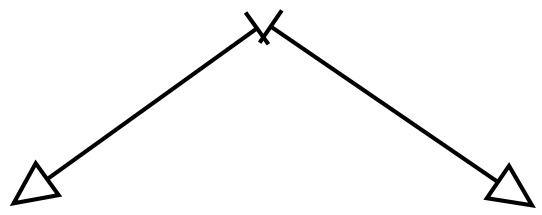
- ① Relying on one source can motivate some employees and demotivate others who do not believe in the particular source. Management practitioners need to consider using both sources in motivating employees in order to achieve organization pre determined objectives. (اعتماد على مصدر واحد)
- ② Relying only on intrinsic or extrinsic sources of motivation may jeopardize the achievement of motivation aims. (معرضة للفشل)

Note

However, despite the fact that both intrinsic and extrinsic sources must be used to motivate employees, managers must be keen to understand source motivates who.

Money and Motivation

* (Scholars) and organizational practitioners have been ^{بِتَصَوُّرِهِ الدَّاعِ}conceiving motivation by relating it with money alone ^{الْمَالِيَّةِ}There are different opinions on this



Believers of this conception contend that, money is the main factor for enhancing motivation in organizations.

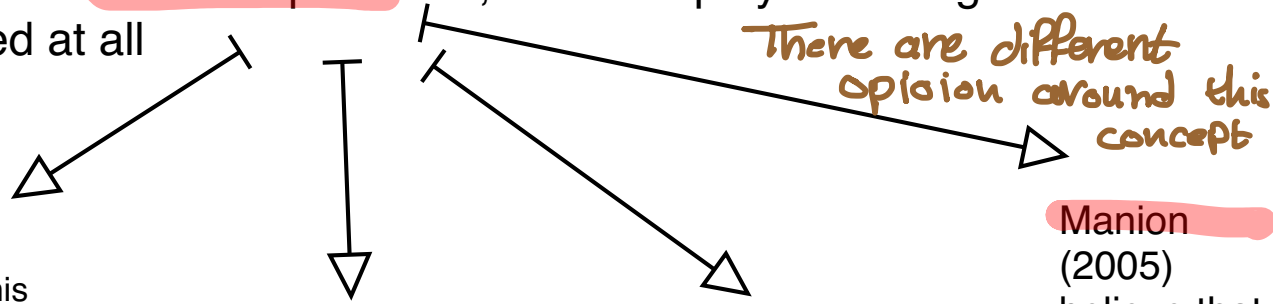
Those who conceive it as a misconception anticipate that, money motivates only to a point.

This idea is supported by Hay Group study (1999), where 500,000 employees ranked fair pay and benefits as the least ten important motivating factors that keep them committed and staying with their companies.

⇒ This means That being the case, money can motivate some employees in the organization but must not be relied as the only way of motivation.

Some employees are not motivated at all

There has been **misconception** that, some employees in organizations are not motivated at all



Believers of this misconception argue that, despite the application of several packages for motivating employees, some never get motivated at all.

In this misconception **managers** believes that, one size fits all employees in rewarding and recognizing them.

^{بِإِشْرَارِ هَذَا الْمُفْهَمِ} **Atchison (2003)** provides that, to end this misconception, managers need to consider preferences ^{مُراعاة التفضيلات} when planning to motivate employees in order to improve effectiveness.

Manion (2005) believe that, everyone is motivated by something.

This requires managers to

- ① note that, individuals have different motives, and may act in different ways and be motivated by different aspects.
- ② Management practitioners need to be aware and consider investigating employees to find out each is motivated by what package.
- As a result

help the organization to increase employee's performance as the size that fit each employee will be identified; thus motivation impacting the achievement of organization goals

MOTIVATIONAL STRATEGIES

توقع الأفضل

- ① Expect the best.
- ② Communicate and address the big picture.
- ③ Reward the desired behaviour. مما نريد السلوك المرغوب
- ④ Celebration. تشيير
- ⑤ Focus on (revitalizing) employees.
- ⑥ Find creative ways to obtain information and recognize excellence in employees.
- ⑦ Focus on collaboration instead of competition.
- ⑧ Play to employees' strengths. مما هم متميزون فيه
- ⑨ Give employees three (compliments) for every criticism. انتقاد
- ⑩ Acknowledge the importance of work-life balance and employee (well-being). الرفاهية