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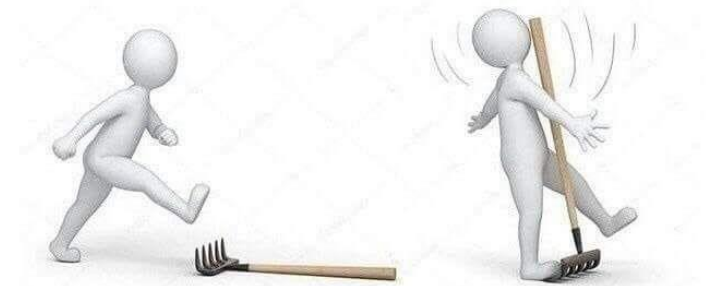
# HEALTHCARE ADMINISTRATION

## Overview

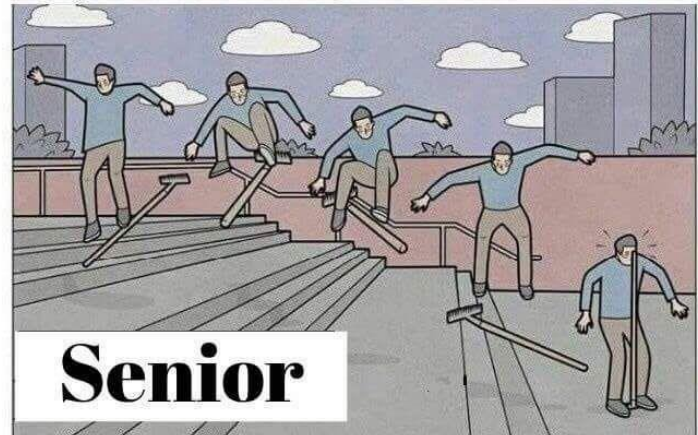
**Course title:** Health  
Administration

**Course code:**  
1506304

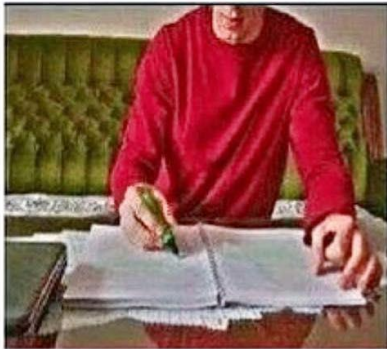
**Credit hours:** 1 hour



**Junior**



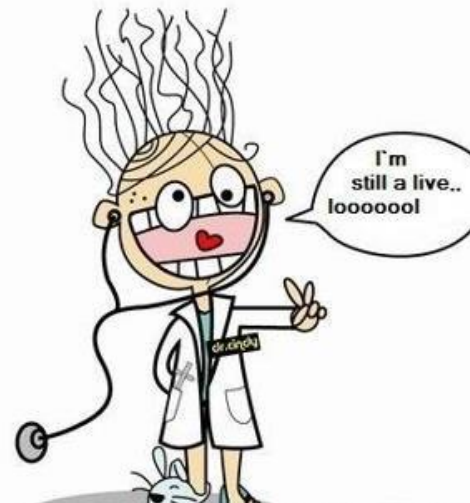
**Senior**



**Ordinary  
Student**

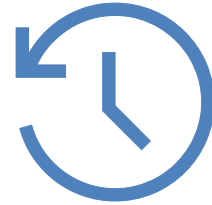


**Medical  
Student**



# Outline:

- Definitions
- Brief history of HA
- Levels of HA
- Administration vs Management
- Leadership

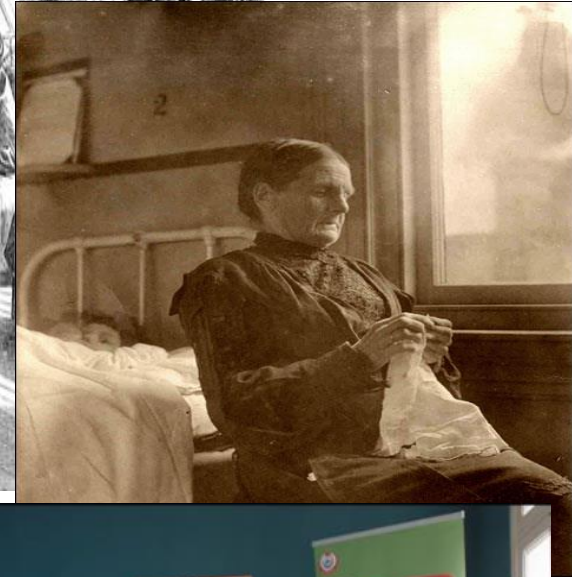
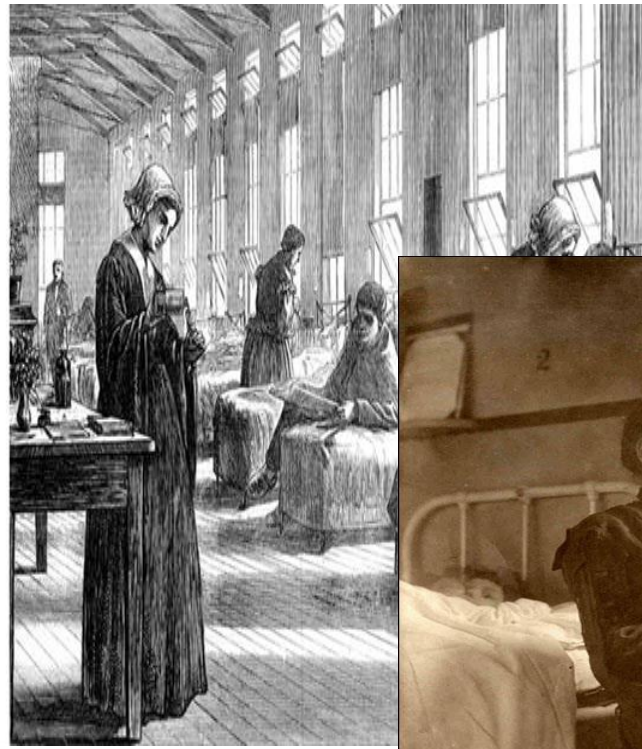


# Introduction

- Healthcare is one of the determinants of health.
- Healthcare organizations are complex and dynamic.
- The nature of these organizations requires administration and management.

# Brief history of HA

- Before the 20th century, hospitals were less organized and less efficient than they are today.
- Revolutionary advances in health care and the development of many procedures and services (e.g. anesthesia, modern surgery, the discovery of antibiotic..etc) made hospitals' role in delivering health services essential.
- Healthcare Administration has developed together with **advances in medical science** and **the growth of hospitals.**



# Today's Health and Medical Administration Field

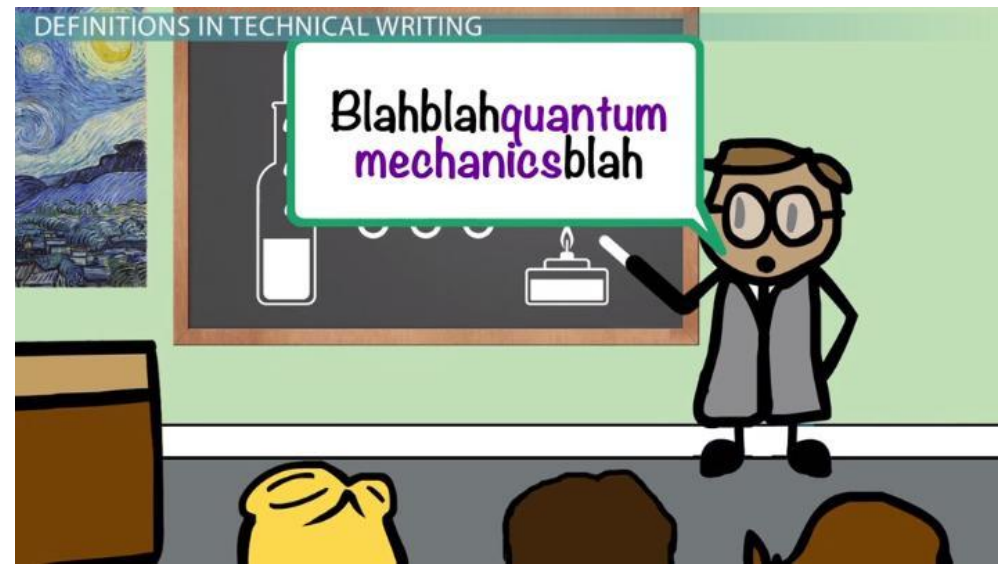
Over the last century, healthcare administration has witnessed dramatic changes:

- Hospitals have become large, complex organizations.
- Technology has advanced greatly.
- Government has taken on a larger role in healthcare delivery.
- Healthcare financing has become more complex (private and public systems).
- Rising Costs of Healthcare

# Some definitions:

**Health system:** all activities whose main responsibility is to promote, restore and maintain health.

**Health Care Delivery System:** A mechanism for providing services that meet the health-related needs of individuals.



# The six building blocks of a health system:





# The six building blocks of a health system:

## 1. Health service Delivery

Effective, safe, quality personal and non-personal health interventions to those who need them, when and where needed, with minimum waste of resources.

## 2. Health Workforce

There are sufficient numbers and mix of staff, fairly distributed; they are competent, responsive and productive.

## 3. Health Information system

The production, analysis, dissemination and use of reliable and timely information on health determinants, health systems performance and health status

## 4. Medical Products, Vaccines and Technologies

Equitable access to essential medical products, vaccines and technologies of assured quality, safety, efficacy and cost-effectiveness, and their scientifically sound and cost-effective use.

## 5. Health Financing

Adequate funds for health, in ways that ensure people can use needed services, and are protected from financial catastrophe or poverty associated with having to pay for them.

## 6. Leadership and Governance

Guidance of the whole system, health sector policies; coordination; and regulation

# Definition of Administration

“The process of *achieving defined goals at a defined time* through the guidance, leadership, and control of the efforts of a *group of individuals* and the efficient utilization of *non-human resources* bearing in mind adequacy, speed, and economy to the utmost possible level.”



# Health Administration



Public health administration is the component of public health that concentrates on management of **people and programs**.



HA is essential for the success of any public health program whether on the national, intermediate or the local level.



HA involves making both *daily* and *long-term* decisions that reflect the healthcare system's business strategies

HA is a “hidden” career.

Health care administrators are considered health care professionals.

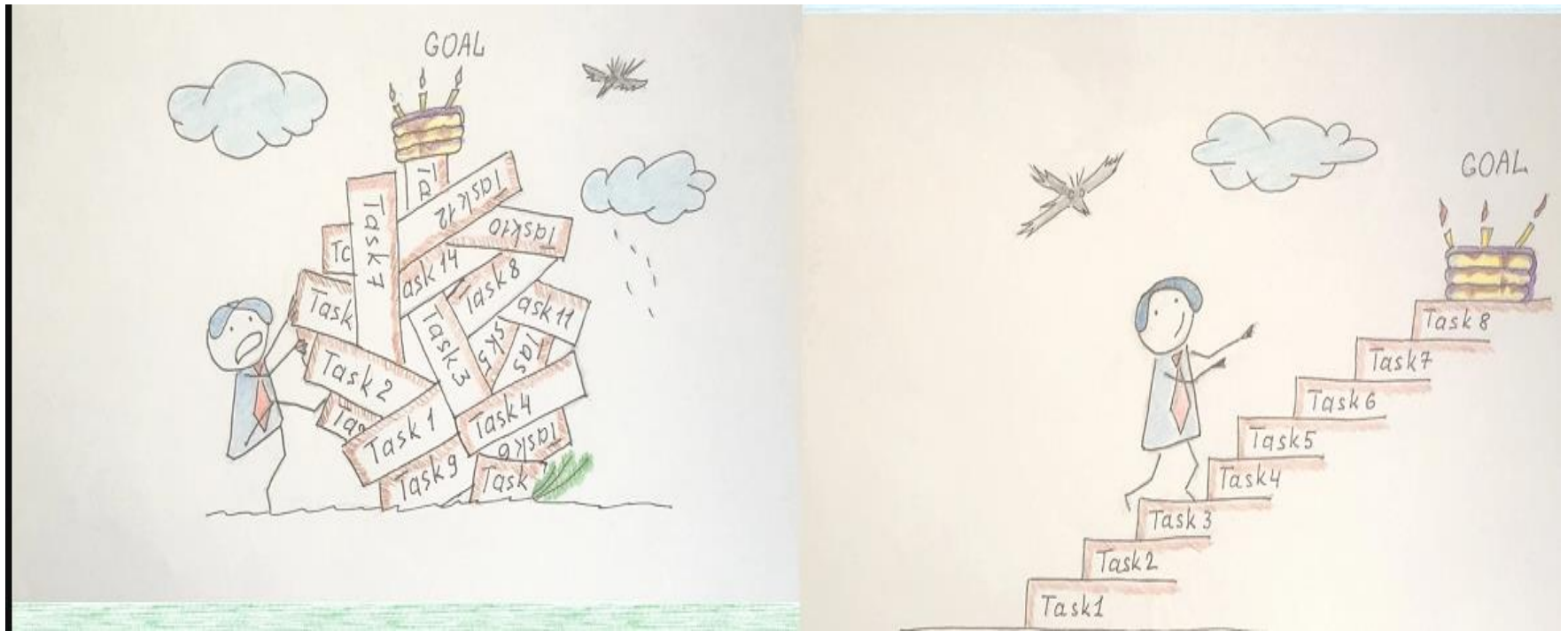
The role of a [Public Health Administrator](#) is to supervise non-clinical operations of public and private healthcare organizations and departments.

HA is a *dynamic* field that combines *health policy, business, and science* to manage financial and human resources.

# Goals and objectives

For administration to succeed:

Every program must have an overall (general) **goal** which, and **various objectives** to be achieved according to a definite plan.



# Goals versus Objectives

**A GOAL:** is a long-term purpose to be achieved. Goals are:

- Broader in scope
- Difficult to measure without proper objectives
- Abstract (ideas)
- Longer-term compared to objectives
- End result after the objectives are achieved

**AN OBJECTIVE:** is a measurable action to achieve the overall goal.

The objective should include a description of “what” outcome is desired, “when” it is expected, and “where” it will take place. **(SMART)**

WHAT IS THE DIFFERENCE BETWEEN GOALS AND OBJECTIVE

**GOALS**



**OBJECTIVE**





**Specific**



**Measurable**



**Achievable**



**Relevant**



**Time-Limited**

*SMART objectives can be applied anywhere in your life,  
both professionally and personally.*

# Management and Administration

The term “Management” and “Administration” are used interchangeably. However, they don’t mean the same!

- **Administration-** is the overall determination of policies and major objectives.



- **Management-** is an executive function (تنفيذي), the active direction of human effort.





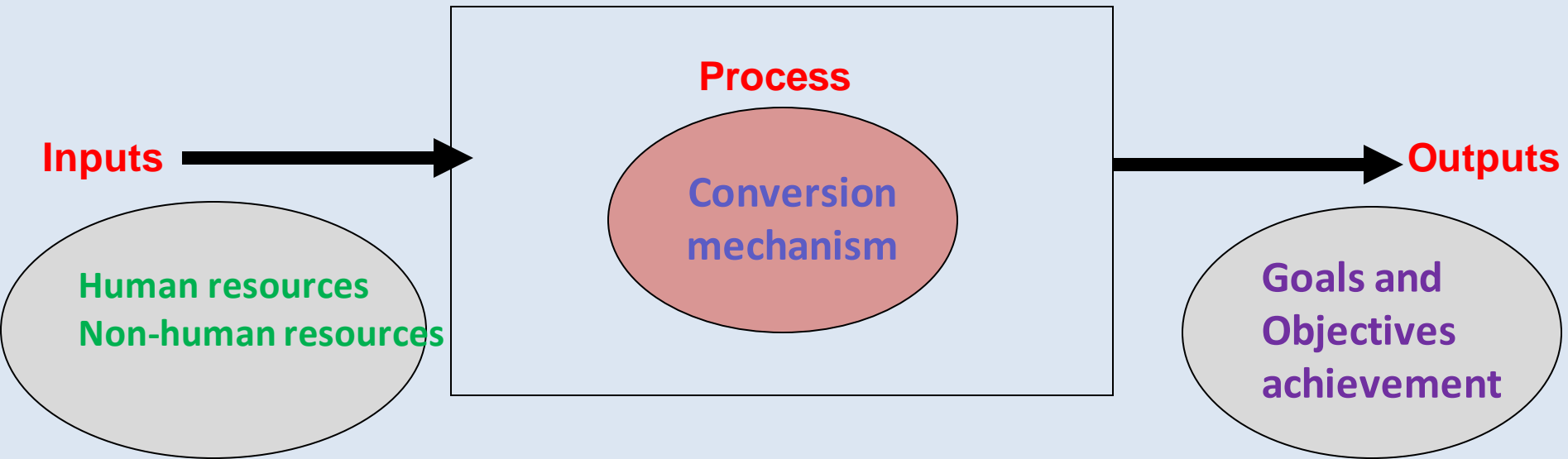


# Management

- Management is the operational part (التشغيلي) of administration.
- It is defined as:  
“The processes ( social and technical functions) and activities occurring within an organization for the purpose of accomplishing *predetermined* objectives through utilization of *human and non-human resources*.”

**It is a “conversion mechanism”.**

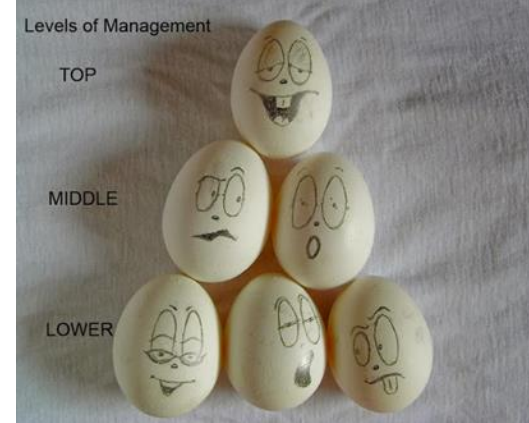
# Management:



	<b>Management</b>	<b>Administration</b>
<b>Nature</b>	Executive or doing function	Decision making or thinking function
<b>Scope</b>	Concerned with implementation of policies	Concerned with determination of major objectives and policies
<b>Level*</b>	Middle and lower level function	Top level function
<b>Influenced</b>	Mainly by objectives and policies of organization	Mainly by public opinion and external forces
<b>Main function*</b>	Directing and organizing	Planning and control
<b>Skills required*</b>	Technical and human skills	Conceptual and human skills



# Levels of management



## 1. Top Level Management

**The Top level management:** administrative level. They coordinate services and concentrate on planning.  
Examples: the Board of Directors, the Chief Executive Officer (CEO)..etc.

### Top level management functions:

- To put the policies and objective of the organization
- Plan and assign competent managers to the departments or middle level to carry them out.
- Keeping the communication between the organization and the outside world.

# Levels of management



## 2. Middle Level of Management

**The Middle level Management**: the executory level. Example: the departmental managers and branch manager. They could be divided into senior and junior middle-level management if the organization is big.

### **Functions:**

- To execute the plans of the organization according to policies and directives arranged by the top level management.
- The communicators between the top level and the lower level (they transfer information, reports, and other data of the organization to the top-level).
- To organize the division or departmental activities.
- To be an inspiration or create motivation for junior managers to improve their efficiency (are responsible for the employment and training of the lower levels).

MIDDLE  
MANAGEMENT



PASSING THE  
WORK ON TO YOU

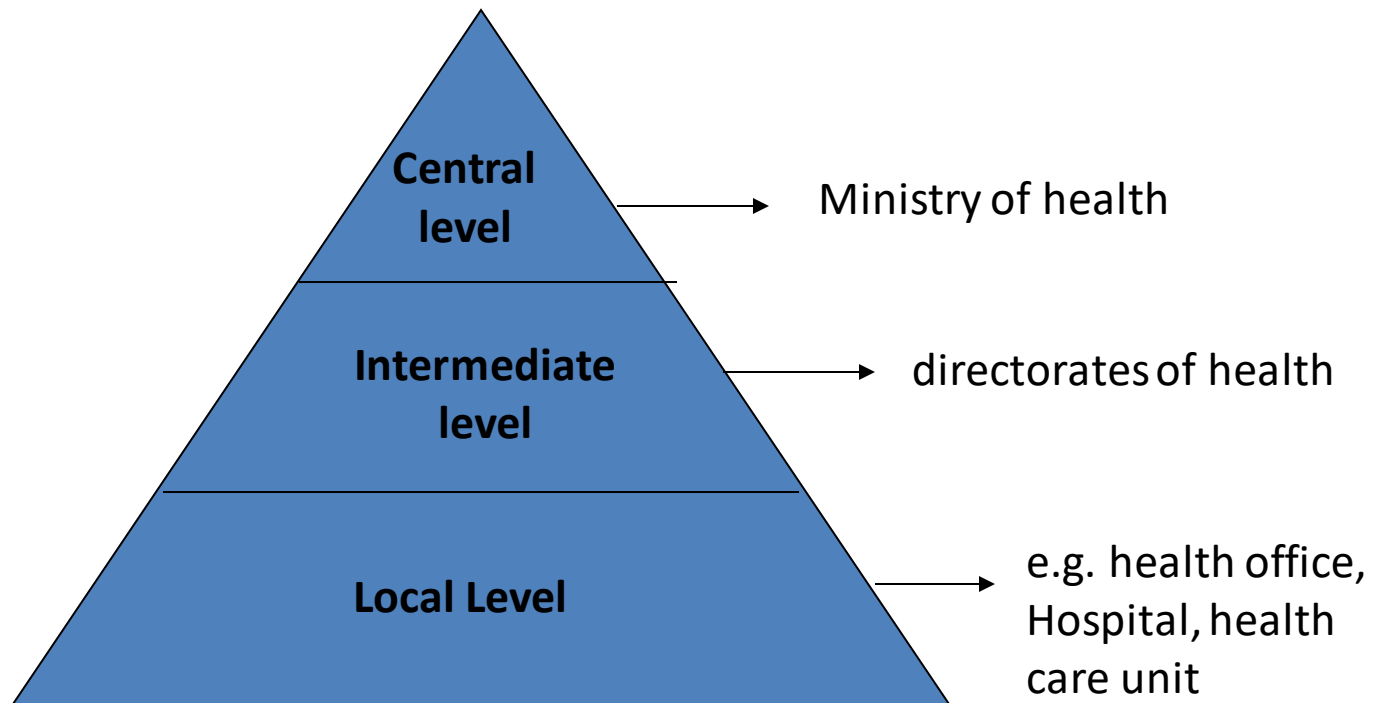


### 3. Lower Level of Management

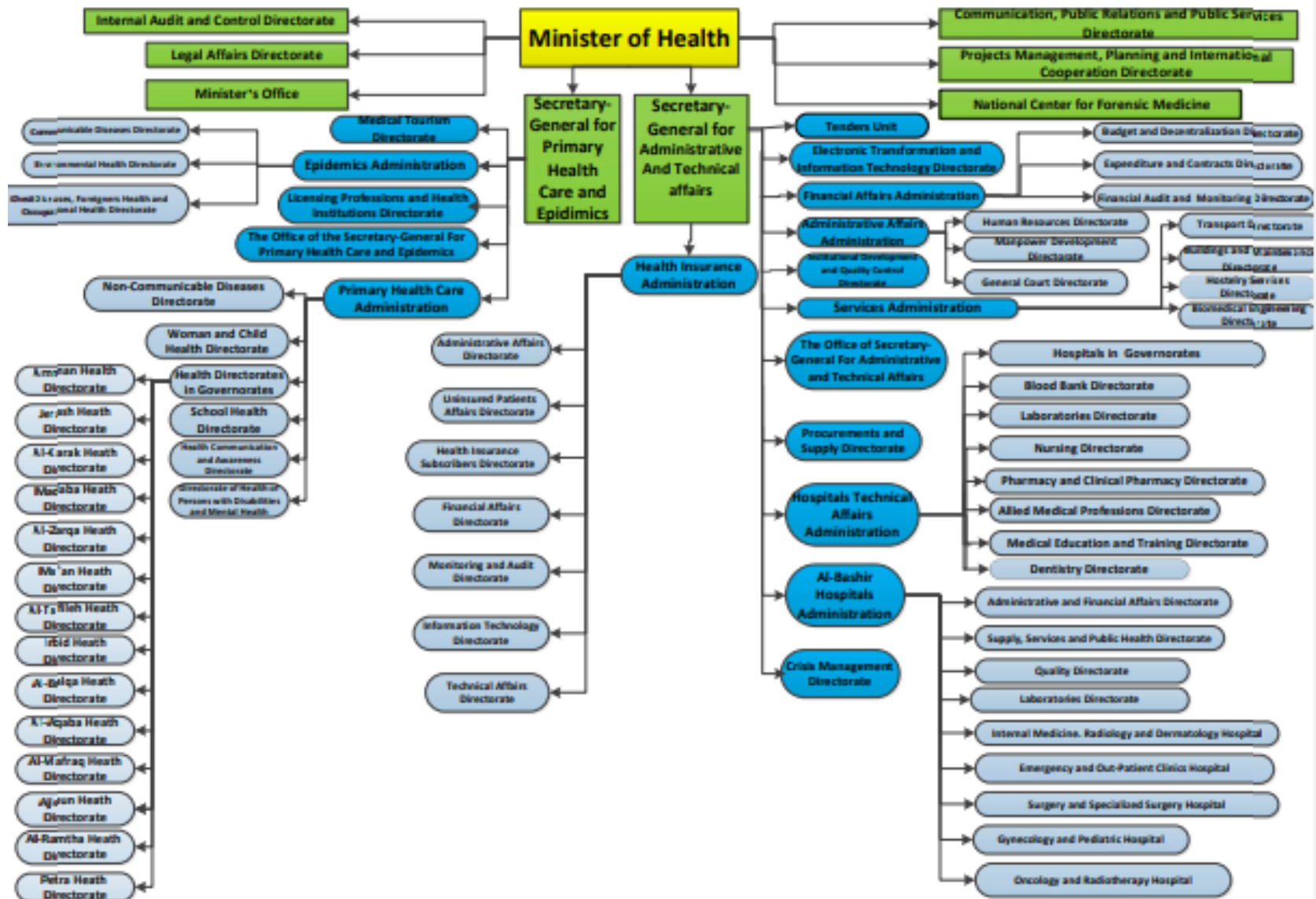
- The lower level Management : the supervisory or the operative level of managers. Examples: the shift boss, the head nurse, technician, Lab worker..etc.
- Their main role is to guide & instruct workers for day to day activities.
- Supervisors provide training to workers.
- They spend most of their time on the functions as instructed by the managers above them.
- To give periodic reports of the workers to the higher level managers.

# Levels of Administration

There are 3 levels of administration.



# In Jordan:





# Leadership



- The ability to influence a individuals/group towards the achievement of common goals.

-Styles of leadership:

- **Autocratic**
- **Democratic (Participative)**
- **Laissez faire (Permissive)**
- **Bureaucratic**

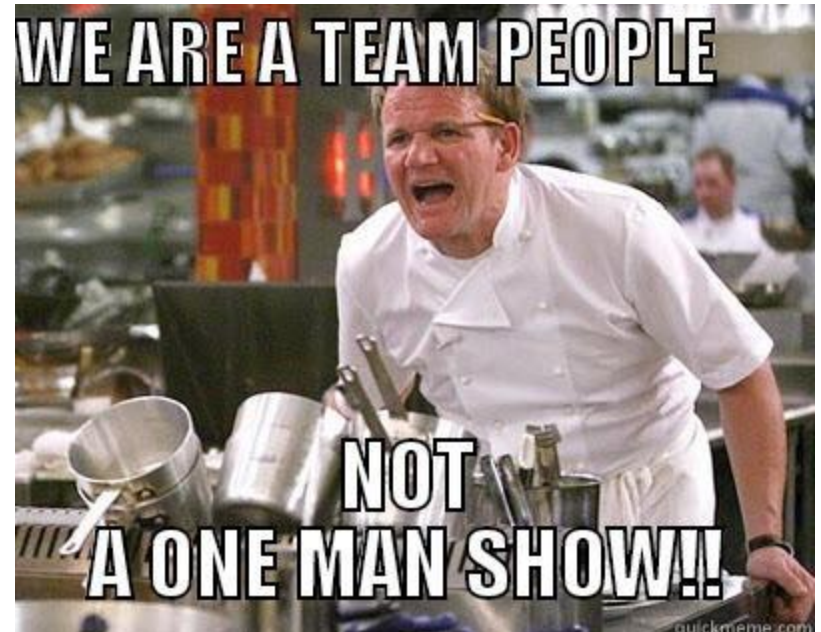
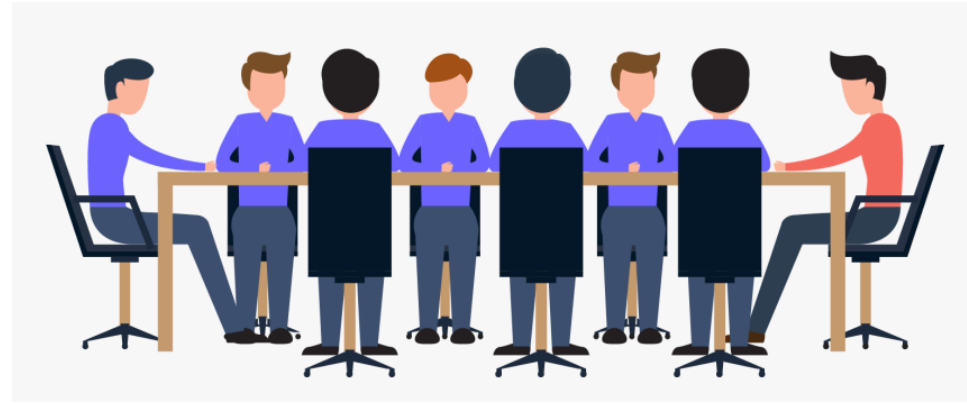
# Autocratic



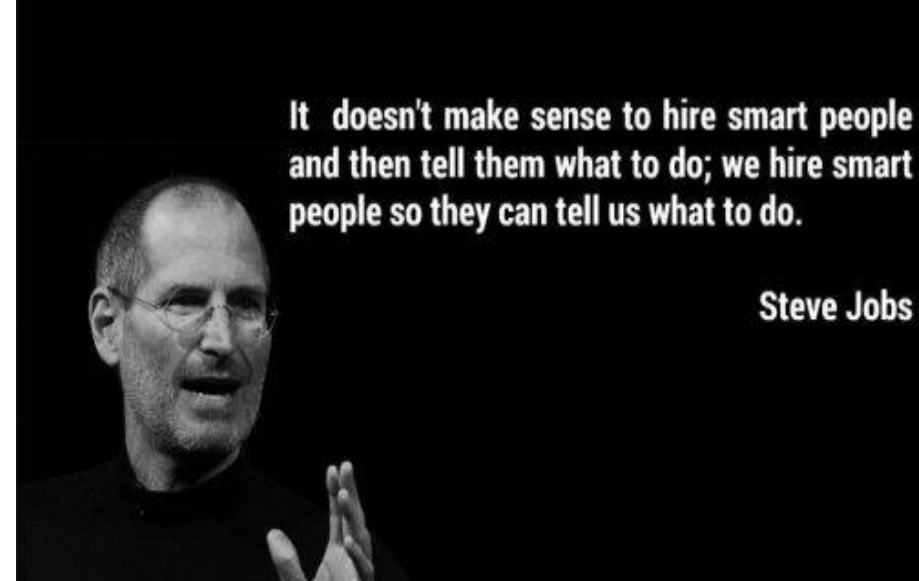
- Autocratic leaders, provide clear expectations for what needs to be done, when it should be done, and how it should be done.
- **There is also a clear division between the leader and the followers.** Autocratic leaders make decisions independently with little or no input from the rest of the group. (One decision maker)
- Autocratic leadership is best applied to situations where there is little time for group decision making or where the leader is the most knowledgeable member of the group.

# Democratic

- Democratic leaders offer guidance to group members, but they also participate in the group and allow input from other group members.
- leaders encourage group members to participate, but keep the final say over the decision making process.
- Group members feel engaged in the process and are more motivated and creative.
- However, it is time consuming.



# Laissez faire (Permissive)



- The laissez-faire leadership style is also known as the "hands-off" style.
- It is one in which the manager provides little or no direction and gives employees as much freedom as possible.
- All authority or power is given to the employees and they must determine goals, make decisions, and resolve problems on their own.
- This style can be effective in the situations where group members are highly qualified in specific area

# Bureaucratic leadership

- Bureaucratic leadership is where the manager manages “by the book” Everything must be done according to procedure or policy.
- Everyone know their role. High employment security. Less adapted to change.
- The manager refers to the next level above when encounter a problem.
- **This style can be effective when:**

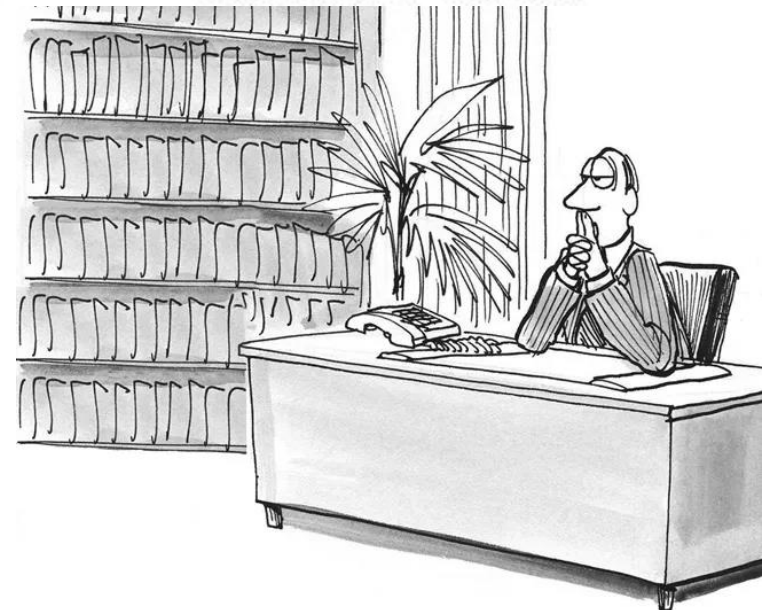
Employees are performing routine tasks over and over.

Employees need to understand certain standards or procedures



“Give me a couple years, and I can answer your simple question about the new regulations.”

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He waited for the next wave of regulations to arrive.



Autocratic

Do 'x'



Laissez-Faire

Do 'x' or 'y'  
as you see fit



Democratic

Which is best,  
'x' or 'y'?



# Thank You

*to be continued...*