

اللهم يا حي يا قيوم برحمتك استغيث
اجعل لي شأني كله ولا تكلني إلى نفسي
طرفة عين



Health care administration/ Overview 2

نعتقد على المحاضرة الأولى

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* المحاضرة ولها قيمة عالية
أكثر عرضة الاستغناء

Functions of Administration:

There are several functions for administration

In practice all these functions are interrelated to one another

- Planning
- Organization
- Staffing
- Directing
- Coordinating
- Reporting
- Budgeting

بالمعاينة
بموضوع

+

- Supervising
- Evaluation

بالمعاينة

Remember POSDCORB



POSDCORB

Planning

- “Planning is a projected or predetermined course of action designed to achieve a specific goal or objective.” *for future*
- Planning determines:
- **What?** – What needs to be done? (Goals and objectives)
- **When?** – When will it be done? (Timeline and deadlines)
- **Where?** – Where will it take place? (Location or department)
- **How?** – How will it be accomplished? (Methods and strategies)
- **Why?** – Why is it important? (Purpose) ← *سواله*
- **By whom?** – Who will be responsible? (Roles and responsibilities)
- Planning always involves “decision making for future events”.
- Planning should be done at several levels and each level has its own challenges and particular methods.

*Local ...
international ...*



POSDCORB

Planning

بدون تخطيط
ما نقدر نعمل باقي
Function

- Planning is the **most important element** of the administrative process. It sets the foundation for all other functions.
- The **higher the level of management**, the greater the involvement and time spent on planning.
- Top-level managers**: Focus on **strategic planning** (long-term goals).
- Middle-level managers**: Focus on **tactical planning** (medium-term actions).
- Lower-level managers**: Focus on **operational planning** (day-to-day activities).
- A good plan is the basis of any successful program.
- Sufficient time should be given to the process of planning.
- Always have **more than one plan** to choose from. This ensures **flexibility** and **adaptability** in case the primary plan faces challenges.

↑ management = time effort ↑

يعني من اللى فهمته

ال Top

ببذل وقت أكثر
وجهد أكثر لانو

عالم long-term

يوم بيوم

طبيعي ان يخطط على (program) نجاح اكثر



دائماً يكونه في plan

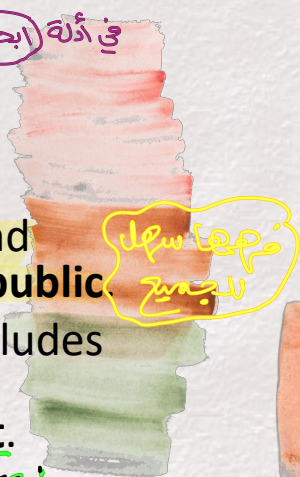
تحيات بالخط الاول

Plan criteria

A good plan should be:

- **Fits Needs:** Meets both **immediate** and **future** requirements.
 يعني مو اروح اعمل
 الحوجة
 لازم المتطلبات العورية والمستقبلية
 العلم
 العرض نادر يبيع
- **Philosophy-Driven:** Follows the **organization's goals** and **healthcare values**
 مبدأ فلسفة كلية الطب ← تخريج طبيب عالم كفو
- **Evidence-Based:** Grounded in **accurate data** and **research**
 في أدلة (ابحاث و بيانات) على اموثلا الحاسي
 الي وانا نعمله بغير الناس
- **Feasible & Flexible:** Realistic within **available resources** and adaptable to change.
- **Clear & Simple:** Easy to understand for **health professionals** and the **public**
 فهمها سهل
 للجميع
- **Can Be Checked & Improved:** Includes (measurable) criteria for **assessment** and **improvement**.
 في تقسيم الهاي الخطة ← مسائلة؟ كم نجح
 من ان العلم
 بتقار

بدك توسع حرية مثلاً
 وحارفي مشاكل (فهمادية)
 وهيك ستأخر عن الوقت المقرر
 Flexibility لا يحسنه في
 وشوفه حاول للمشكلة



Stages of planning



dynamic process
عملية ديناميكية

ممكن ان يكون بكتير
**Suggesting*

وبمينه اعمالها

**Evaluation*

Summary:

- Planning is a **dynamic** and *flexible* (non-static) process
- It is a **continuous circular** process

- Futuristic
- Decision making process
- Dynamic
- Flexible



POSDCORB

Organizing

- Definitions:

Organizing The process of **arranging and managing** both **human and non-human resources** (like staff, equipment, and materials) to create a **structured and effective system** that helps achieve the organization's goals.

تنظيم و ترتيب و تقسيم

برتب المهار الموجودة
كو زائد؟ شو نأفص؟ و ههنا



Before



After

• مهم رسالة كثيرة ههنا •

مثلاً عملنا مستشفي
أول شيء بقسم الاماكن
قسم الطحال، قسم اداري، قسم جراحة اطفال
* Departmentation for staff
مرضيه وديانة عاملين
كل واحد على مكانه
بدمية بجيب المعدات وال non-human
Sours e وال good line عنه يشتغل

لازم تكونه عندهم قداراء
مثلاً وحدة عندها فريق ١٥ صين
تبطمها (على رأس صوفاة)
(حكة الدكتور عاقله من ما فيهم)
← حد قبعيت جديد مع ان كاسين
← خبرة متوسطة senior
← بعد ما استلموا المهام بيطبقهم سلطة
ومسؤولية

• Principles of organizing:

- **Departmentation:** ← كمينه
Grouping tasks and roles into departments (e.g., HR, Finance, Nursing) to improve efficiency and focus.
- **Obtaining Resources:**
Acquiring both human resources (staff) and non-human resources (equipment, supplies) needed to achieve goals
- **Specialization & Division of Labor:** ← التخصيص حسب التخصص والمهارات
Assigning specific tasks to individuals or teams based on their skills and expertise to increase efficiency.
- **Authority & Responsibility:** ← السلطة
Clearly defining who has the authority to make decisions and who is responsible for tasks. Delegation is key here.

مسؤول عنه الاخطاء الي يدير
نفسه الي authority

في حالة انه غير الشغل أو عشان يدير
نفسه يدير من بعده وهكذا



Authority

سلطة خلية حرة
* مسؤول المصير

عنه القدرة والسلطة

التي يقسم ويوزع

ويطلب feedback

من ومسؤول عنه أي خطأ يصير

ضمن حدود ادارته

زي نائب أو مندوب

Delegation → Authority الشخص الذي عنه ال
يطلب السلطة كماي شخص ثان

← مثل head of nurse ترافق دواء الممران الثانيان

اعطى لمرضة تحتها عبثرة

ال authority خلال لأنها حي تنشغل

تحتلها
"I delegate the authority to you to do this tasks"

خلال يتسلم الموضوع لمرضة الثانية

لوجار في اخطاء في هاء الفترة → الي مسؤول عنه هاء الاخطاء

ال delegator عنه ال responsibility شأن هو الي اختار

not the delegated

يعني

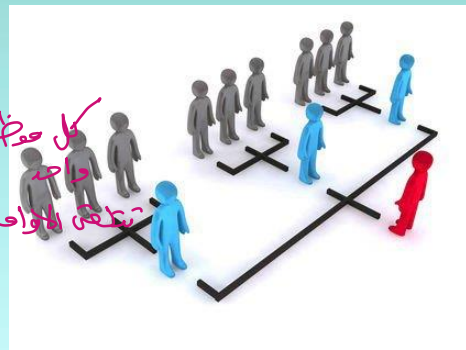
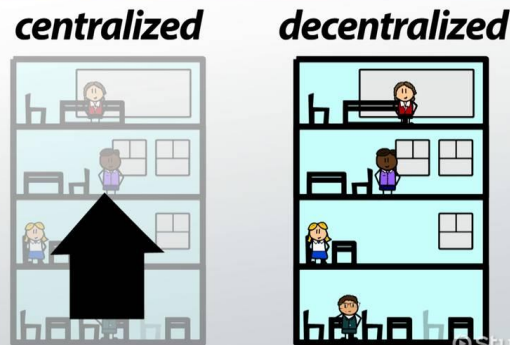


the authority can be delegated

the responsibility can't be delegated

Principles of organizing:

- **Centralization vs. Decentralization:** ^{المركزة} ^{اللامركزية} كل قرار يجب أن تأخذ موافقة ال Top level
 - **Centralization:** Decision-making is concentrated at the **top levels** of management.
 - **Decentralization:** Decision-making is spread across **multiple levels** of the organization. ^{كل طبعة} ^{لعمالهم يتخذون} ^{القرارات عادي}
- **Unity of Command:** ^{الوحدانية} ^{المسئولية} Each employee should report to **only one supervisor** to avoid confusion and conflicting instructions. ^{كل موظف له مشرف واحد} ^{تتعلق بالواقع منه وتفسيره مثلاً}
- *** Line and Staff:** ^{اعطاء} ^{أدوار معينة}
 - **Line Roles:** Directly involved in achieving the organization's main goals (e.g., doctors, nurses).
 - **Staff Roles:** Support line roles by providing expertise and advice (e.g., HR, IT).

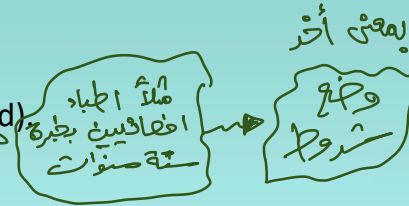


POSDCORB Staffing

- Staffing is the process of **hiring and placing** the **right people in the right roles** to fill positions within the organization's structure.

Staffing steps:

- Identify Needs:** شو محتاج موظفين هنا ؟
Determine the **type and number of staff** required for each role.
- Recruitment:** شو يشتغل وكم العدد والآخر
 - Write a **job description** (roles and responsibilities).
 - Create a **person specification** (skills and qualifications needed)
 - Advertise the **position** to attract candidates.
- Selection:** المفاضلة
 - Shortlist** applicants based on qualifications.
 - Conduct **interviews** and check **references**.
 - Make the final hiring decision.
- Orientation:** Top
Introduce new hires to the organization, its culture, and their roles.
- Job Analysis:** وقد الكود الي تشتغل على سطحه 6 هو الاسماء الممنوحة وشو المطلوب
Study the tasks, responsibilities, and skills required for each position.
- Job Description:** المسؤوليات الي عليك وشو متوقع عليك بعد سنة مثلاً
Document the **duties, responsibilities, and expectations** for a specific role.
- Job Specification:**
Outline the **qualifications, skills, and experience** needed for the role.



صوتك لنا
سنة في العملية

POSDCORB Staffing: Other methods of filling staff vacancies:

- **Reallocation of Duties:** مثلاً 4 مقيمين واحد تركه بورنيج المسؤوليات يتجملها باقي المقيمين وما يجيب حد جديد

Redistribute tasks among existing staff to cover the gap without hiring new employees.

- **Transfer of Posts:** حكو انوا دخل حد عليهم بروج نقل موظف من قسم ثاني وشغله

Move employees from one department or role to another to fill vacancies.

- **Redeployment:** دي اعمل توسعة من لونه تعيين بشغفه قسم ثاني فيه هو فطن زيادة وبعيد لاني

Re-assign employees to new roles within the organization, often due to restructuring or skill need.

- **Outsourcing:*** موظفين مو تابعين للمؤسسة لخدمة خارجية (مثلاً زي كفتيريا الجامعة)

Hire external contractors or agencies to handle specific tasks or roles temporarily or permanently.

- **Appointment of a Successor:** ندرية بعينه بكونه دايعاً جاهز يصير مدير

Promote or appoint someone already prepared for the role (e.g., a leader-in-training).
(Rarely used but effective for planned transitions.)

في البوريس حلت
أو وريت للعائلة
بسن مع بان
health Care
يصير مدير

POSDCORB Staffing المشاكل

- **Discrimination**: involves treating individuals unfairly based on characteristics such as race, gender, age, religion, or disability
- **Nepotism or favouritism**: the practice of favoring relatives or friends in hiring, promotion, or other professional advancements, often at the expense of more qualified candidates.

- **Fair Hiring Practices** (to provide every candidate with an equal opportunity to be considered for a position based on their qualifications, skills, and experience) **and Diversity** (Actively recruiting from underrepresented groups to create a more inclusive workforce) **in Healthcare Organizations are needed.**

بفضل النظر عنه ال
qualification

الدول الخارجية
بمساعدة في ذلك في
disability

تقوم في البيانات و العيش
وإذا في disability
كانت حادثة في عثرات محسنة

لأمر بكونه في تنوع بالتوظيف

حكمة الذكورة أنهم مطلوبين



Nepotism



المحسوبية

POSDCORB Directing

توجيه

- Directing is the ongoing process of **making decisions**, translating them into **clear instructions**, and guiding the organization as its leader.
- Includes building an effective work environment and creating opportunity for motivation, supervising, scheduling, and disciplining.

حافظ على الانضباط

تحفيز

الإشراف

نظم جدول

Administrator

بوجه وبنه يروح
أوسه يرحل



POSDCORB

Directing



الـ حَاجِل الـ
كُلِّ عَمَلِيَّاتٍ تَعْدِيَّةٍ لَهَا مَبْدِئٌ
مُفْرَدٌ

Planning, organizing and staffing are the initial steps in the administrative process (preparatory steps).

Directing is the next essential step in initiating the activities of the organization (sets the action) toward the designed goals.

قَوِّمُ مَبْدِئَاتِ الْعَمَلِ
أَوَّلَ مَبْدِئِ حَزَائِلِ (direction)

POSDCORB Directing

- Direction has following elements:
- Motivation
- Communication
- Leadership

مکافات و ایام عملہ إلخ

1. Motivation: Inspiring, stimulating, or encouraging employees to perform their best.
Includes:

- **Positive Incentives:** Rewards, recognition, and praise. نقد و تحسین سے تسخیر کر کے بہترین عمل (موظفوں کی) صداقت، اعتراف، تحسین، صبر
- **Negative Incentives:** Constructive feedback or consequences for underperformance. تذکرہ صحتیاتی
- **Monetary Incentives:** Bonuses, salary increases, or financial rewards. کاشی، فیصواری
- **Non-Monetary Incentives:** Flexible work hours, professional development opportunities, or a positive work environment. تسلیم ہم پر دورات تدریس

2. Communications- The process of sharing information, experiences, and opinions between individuals or groups (e.g., employees, management, or the public).

مهم، عاليه مثله كثير *

level بالا عتقان

ان تكونا عويين من هاي العناصير والايقل زي level ال plan اليوردت

مهم نزيههم بيعهن

مع النقص

* حكي اوتوني علاقه صاين ال Skills
* جوال management في الثلاثة

Katz 3-skill approach

- Robert L. Katz in 1974, has set the relationship of managerial skills and management levels.
- -Three areas of **managerial skills** are required:

* Technical skills - proficiency and knowledge in a specific area

• Example: Technology, surgical or medical procedures...

اللي بي اوظف ولا بيكون عنده مهارات تقنية
شغل بلايد
شغل احنا في انهماء...
اقياس الضحك و فطن لمرضى و التفتيش

* Human skills - knowledge and ability to work with people

• Example: trust, team building, conflict solving, leadership...

* Conceptual skills - ability to work with ideas and concepts

• Example: setting vision, plans and goals, policies,...

طريقة تفكير
وتكوين
concept

حل مشكل
دمية

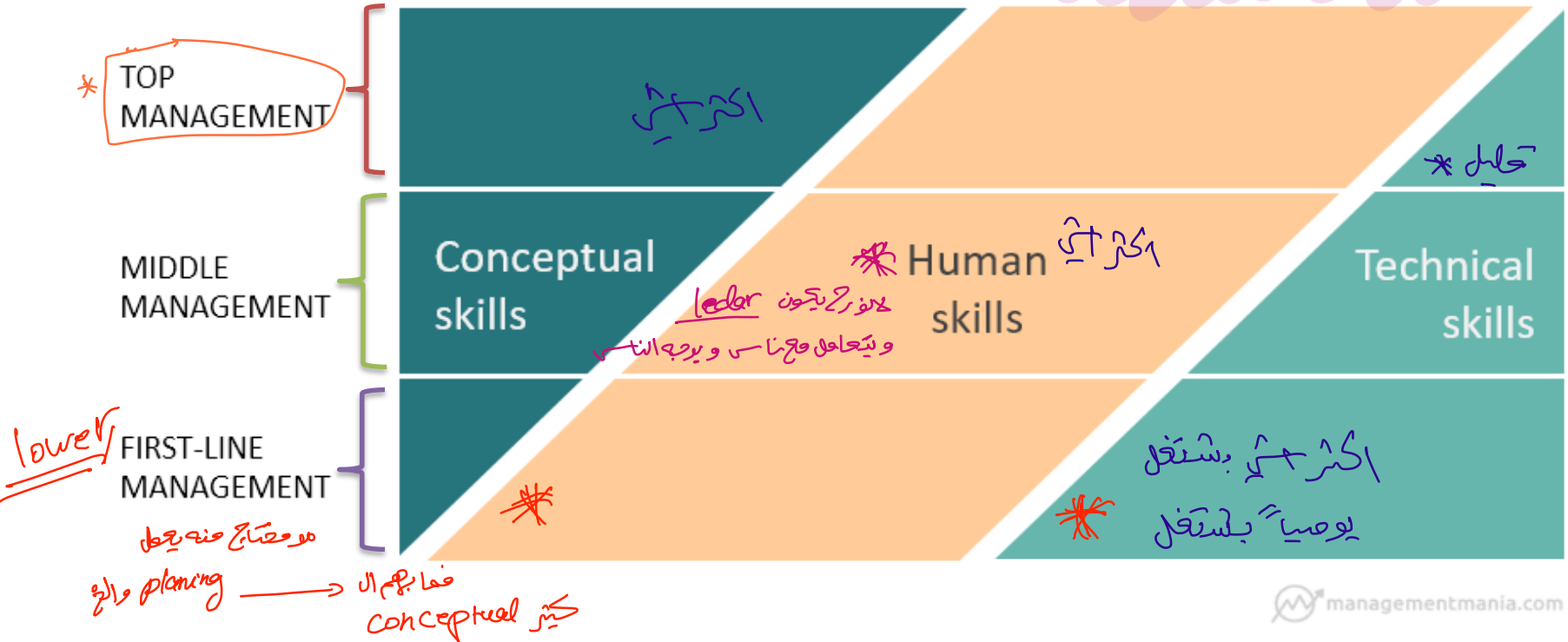
اللي اكميات بتعامل ايها

مهارات التعامل مع الاخرين

* لا تعلمها
الخبيا

Management Skills by Robert L. Katz

Human Skill ثابت ہاں
3 levels



POSDCORB COordination

- It is the act of synchronizing people and activities so that they function smoothly to achieve organization objectives.
- Coordination is more important in the health services organization, because functionally they are departmentalized.
- Different kinds of organizations require different amount of coordination (The larger the organization, the more coordination is needed.).
- The coordinating function of the management prevents overlapping and conflict so that the duplication is avoided.

coordination کی حیثیت سے organization کی کارکردگی کو

POSDCORB COordination

mother

- **Coordinating function of management is necessary because:**
 - it affects all the functions of management (planning, organizing, and directing etc.),
 - It is a mother principle of management and all other principles are included in this one principle.

POSDCORB Reporting

* كتابة التقارير
نزي واخذنا اسفل

report يكتب middl level

والدولر

Top
middle



- Called Controlling function as well.
- The **reporting** is a process of providing information to various levels of **management** to enable measuring the effectiveness of work and making corrections, if necessary.
- Reporting is done according to the flow of positions in the organizational chart. It could be from bottom to top, from top to bottom, and even lateral.

POSDCORB Reporting

- **Purposes of reporting:**
- To show the rate of progress and completion of tasks over a specified period.
- Helps in studying health conditions.
- Helps in planning.
- To make public and the other interested agencies understand provided services.
- Used as motivational method
- Good when asking for more details
- For Consultation

لتوضيح مستوى الخدمات التي تقدمها
القسم تبين

مثلاً الأخصائي قسم
يعمل تقرير بياضه
خاصة علاجات

زي الاستشارة

الاستشارات

Records and reports must be functional, accurate, complete, current
organized and confidential.

POSDCORB Budgeting

* ميزانية

بمعنى العلاقة بين الإيرادات والمصروفات

- It is expressed in financial terms and based on expected income and expenditure. Budget is the heart of administrative management.
- It helps in coordination and an effective way of eliminating duplicating and wastage (cost control).

POSDCORB Budgeting

- The main activities are:
 - Budgeting *
 - Accounting * *حسابية*
 - Auditing * *التفتيش و مراقبة*
 - Purchasing * *المشتريات*



Definitions

- Budgeting:

It is the allocation of financial resources for programs or projects for a specific period of time.

- A budget

is defined as “a balanced estimate of expenditures and receipts for a given period of time”.

الارادات
(income)

المصروفات

Example: simplified sample budget template for a healthcare facility

* 50 حفظ

Category	Budgeted Amount	Actual Amount	Variance	Notes
Revenue				
- Patient Services	\$5,000,000	\$5,200,000	+\$200,000	Higher patient volume
- Insurance Reimbursements	\$3,000,000	\$2,900,000	-\$100,000	Lower reimbursement rates
Total Revenue	\$8,000,000	\$8,100,000	+\$100,000	
Expenses				
- Salaries and Wages	\$4,000,000	\$4,050,000	-\$50,000	Overtime costs
- Medical Supplies	\$1,000,000	\$950,000	+\$50,000	Bulk purchasing savings
- Utilities	\$200,000	\$210,000	-\$10,000	Higher energy costs
- Maintenance	\$150,000	\$140,000	+\$10,000	Reduced repair costs
Total Expenses	\$5,350,000	\$5,350,000	\$0	
Net Income	\$2,650,000	\$2,750,000	+\$100,000	

POSDCORB Budgeting

← مكسب السنة الماضية 2000
← مكسب هاي السنة 1000

- Features of budget:

- Should be flexible.

* مع هوذا هارفي ريج بين اقل من السنة الماضية يعني قليلاً انخفضت

- Should be a synthesis of past, present and future.

ما مضى انفس
حاضر او مكسب
الامساك قارها

- It should be in the form of statistical standard written in specific numerical terms.

حسابات وارقان

مع
النوا
الماضية

- It should have support of top management throughout the period of its planning and supplementation

(الموافقة العليا شدة)
للميراثية داعماً من
ال
Top-level

- Accounting: المحاسبة



“The process of systematically recording and managing financial accounts”

Example: Preparing a Profit and Loss Statement

- المراقبة والتفتيش Auditing:

An assessment of how well an organization's management team is applying its strategies and resources.

متابعة خارجية وداخلية ← من المنظمة
تفحصها



- Purchasing: المشتريات

The act of obtaining or buying goods and services.



- 
- THANK YOU

