Health care administration/ Overview 2

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Functions of Administration:

There are several functions for administration
In practice all these functions are interrelated to one another
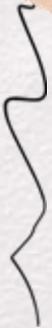
- Planning
- Organization
- Staffing
- Directing
- Coordinating
- Reporting
- Budgeting

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- Supervising
- Evaluation

Remember **POSDCORB**

Planning, Organizing, Staffing, Directing, Coordinating, Reporting, and Budgeting

POSDCORB Planning

- "Planning is a *projected* or *predetermined* course of action designed to achieve a specific goal or objective."

- Planning determines What? When? Where? How? Why? And by whom? Things will be done.

- 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.

POSDCORB   Planning

- Planning is considered the <u>most important element</u> of the administrative process.
- The higher the level of management, the more the involvement and time spent on planning.
- A good plan is the basis of any successful program.
- Sufficient time should be given to the process of planning.
- More than one plan should be available to choose from to meet the goals.

Plan criteria

A good plan should be:

- 1) Consistent with immediate and future needs.

- 2) Consistent with the organization and the health profession philosophy.

- 3) Based on accurate statistical researches.

- 4) Feasible and flexible enough for an expected changes within the available resources

- 5) Simple and easy to interpret by health professionals and public.

- 6) Has criteria that can be evaluated and improved .

Stages of planning

Stage 1: Goal setting.

Stage 2: Diagnosis of the problem/s or situation.

Stage 3: Putting priorities.

Stage 4: Suggesting alternatives.

Stage 5: Putting plan details.

Stage 6: implementation planning.

Stage 7: Evaluation planning

Summary:

- Planning is a dynamic (non-static) process

- It is a continuous circular process

- Futuristic
- Decision making process
- Dynamic
- Flexible

Planning

Execution (implementation)

Evaluation

POSDCORB   Organizing

- Definitions:

Organizing The process of organization and arrangement of human and non-human resources to make a meaningful whole that accomplishes organizational objectives.

Before / After

- Principles of organizing:
  - Departmentation
  - Obtaining of human and non-human resources
  - Specialization and division of labor
  - Authority and responsibility (delegation?)
  - Centralization and de-centralization
  - Unity/ chain of command
  - Line and staff

CENTRALIZED VS DECENTRALIZED

centralized   decentralized

Hospital Administrator

Head (Medical Services)   Head (Non-medical Services)   Head (Nursing)   Head (Hospitality Services)

Doctors   Manager (Maintenance)   Nursing Staff   Manager (Food and Beverages)

Manager (Inpatient Services)   Manager (Outpatient Services)   Manager (Housekeeping)

Manager (Medical Records)   Manager (Billing and Insurance)
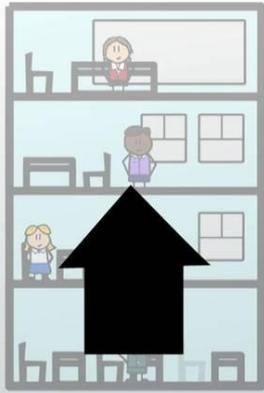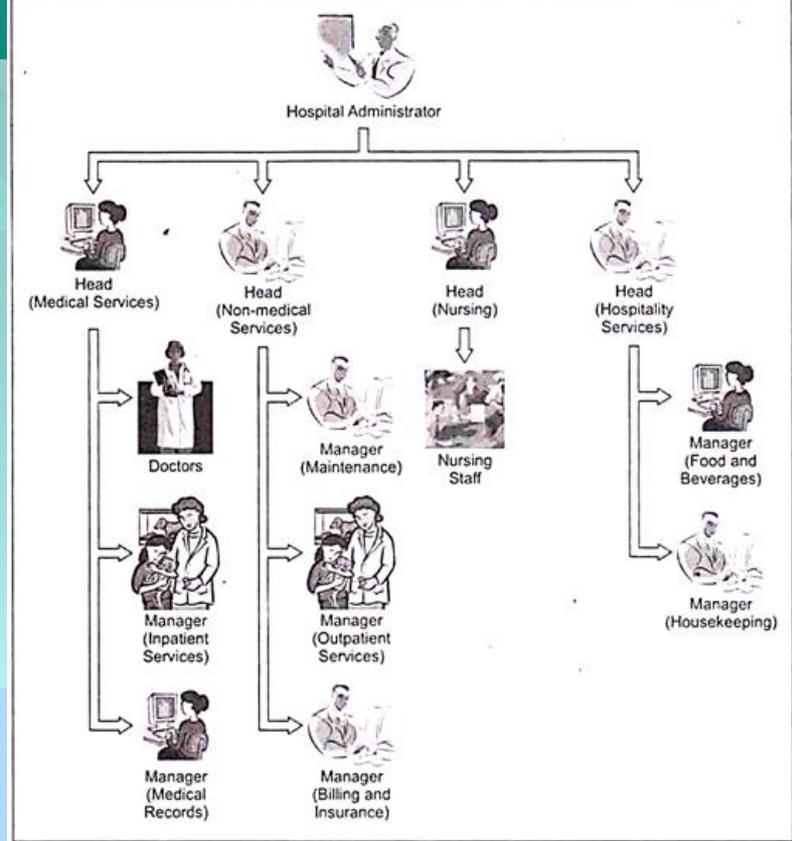
Figure 3.5   Functional Departmentation in a Hospital

YOU HAVE TO DELEGATE SOME AUTHORITY!

PO**S**DCORB   Staffing

- It is the process of personnelising (hiring personnel) in the organization to fill up the positions described in various units in the organizational chart.

- Staffing steps:
  - Identifying the type and number of personnel needed.
  - Recruitment (job description, person specification, and advertising)
  - Selection (shortlisting applicants, interviewing, references, decision)
  - Orientation
    - Job analysis
    - Job description
    - Job specification

POSDCORB   Staffing

- Other methods of filling staff vacancies:
- Reallocation of duties
- Transfer of posts
- Redeployment
- Outsourcing
- Appointment of a previously identified successor (rarely used)

POSDCORB   Staffing

- **Discrimination:** the tendency to give preference to one special group and disregard the qualities of other groups.

- **Nepotism or favouritism:** the tendency to ignore considerations of abilities by giving preference to members of one's own family, ethnic group, geographical region or some other personal reason.

POSDCORB Directing

- The continuous task of **making decisions** and translating them into orders and instructions and serving as the **leader** of the organization.

- Includes building an effective work environment and creating opportunity for motivation, supervising, scheduling, and disciplining.
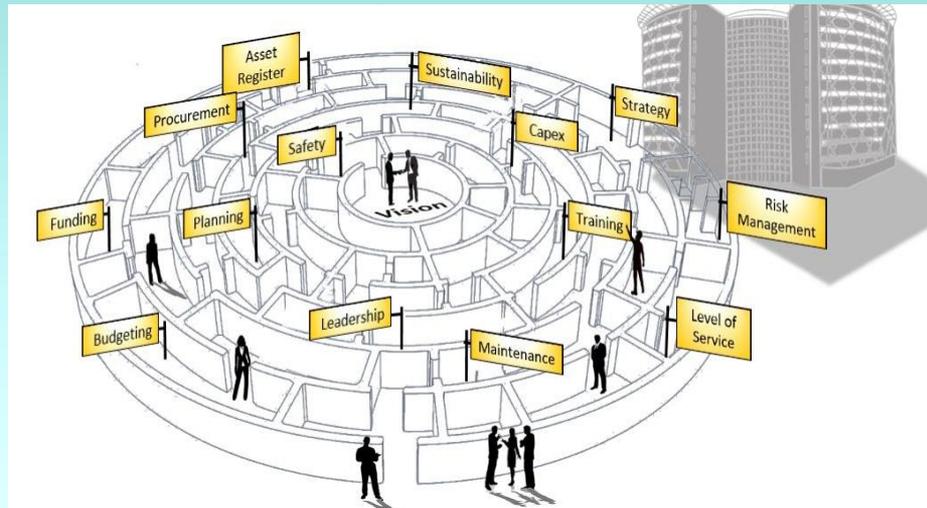
POSDCORB
Directing

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.

POSDCORB Directing

- Direction has following elements:
- Motivation
- Leadership
- Communication
- **Motivation-** means inspiring, stimulating or encouraging the sub-ordinates to work. Positive, negative, monetary, non-monetary incentives may be used for this purpose.
- **Communications-** is the process of passing information, experience, opinion etc. from one person to another (public, organization, employees)

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…

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,…

Management Skills by Robert L. Katz
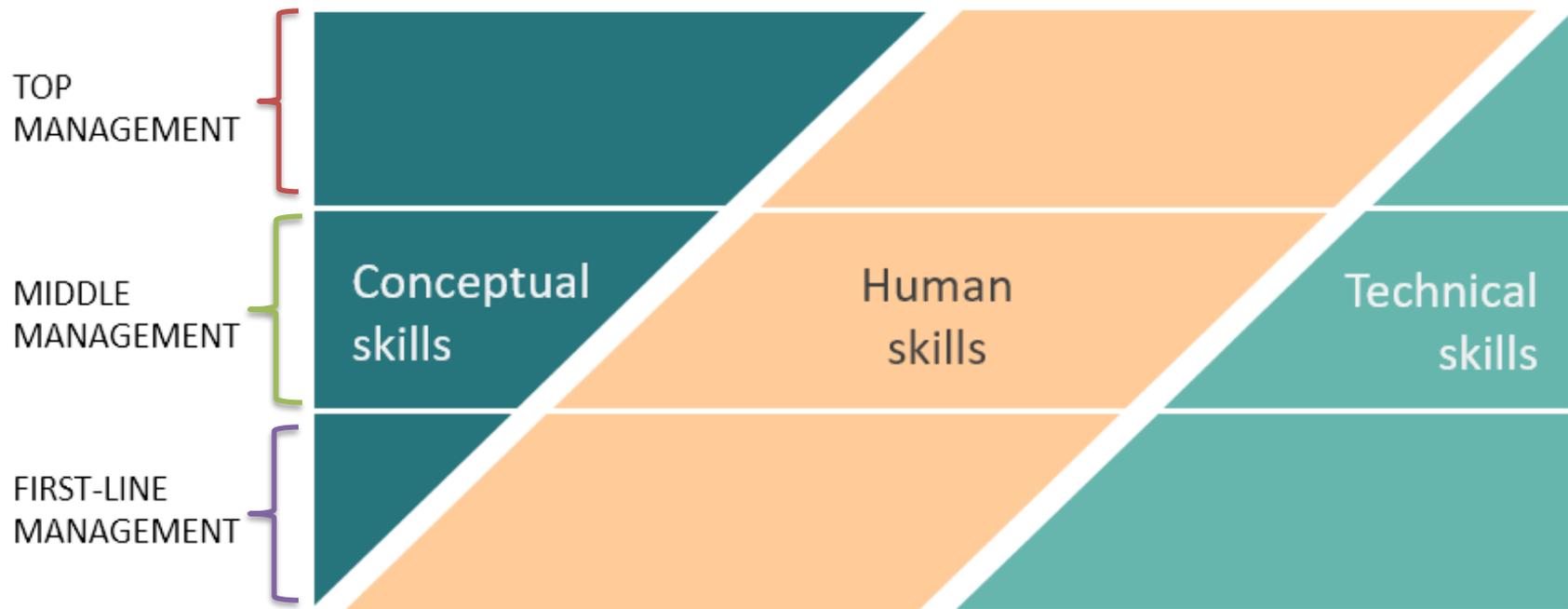
POSDCORB COordination

- 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.

POSD**CORB** **CO**ordination

- Coordinating function of management is necessary because

- it affects all the functions of management (planning, organizing, and directing etc.), and

- It is a mother principle of management and all other principles are included in this one principle.

POSDCORB Reporting

- 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.

POSDCO**RB R**eporting

- **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

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

POSDCOR**B** **B**udgeting

- 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).

POSDCOR**B** **B**udgeting

- The main activities are:
  - Budgeting
  - Accounting
  - Auditing
  - Purchasing

Definitions
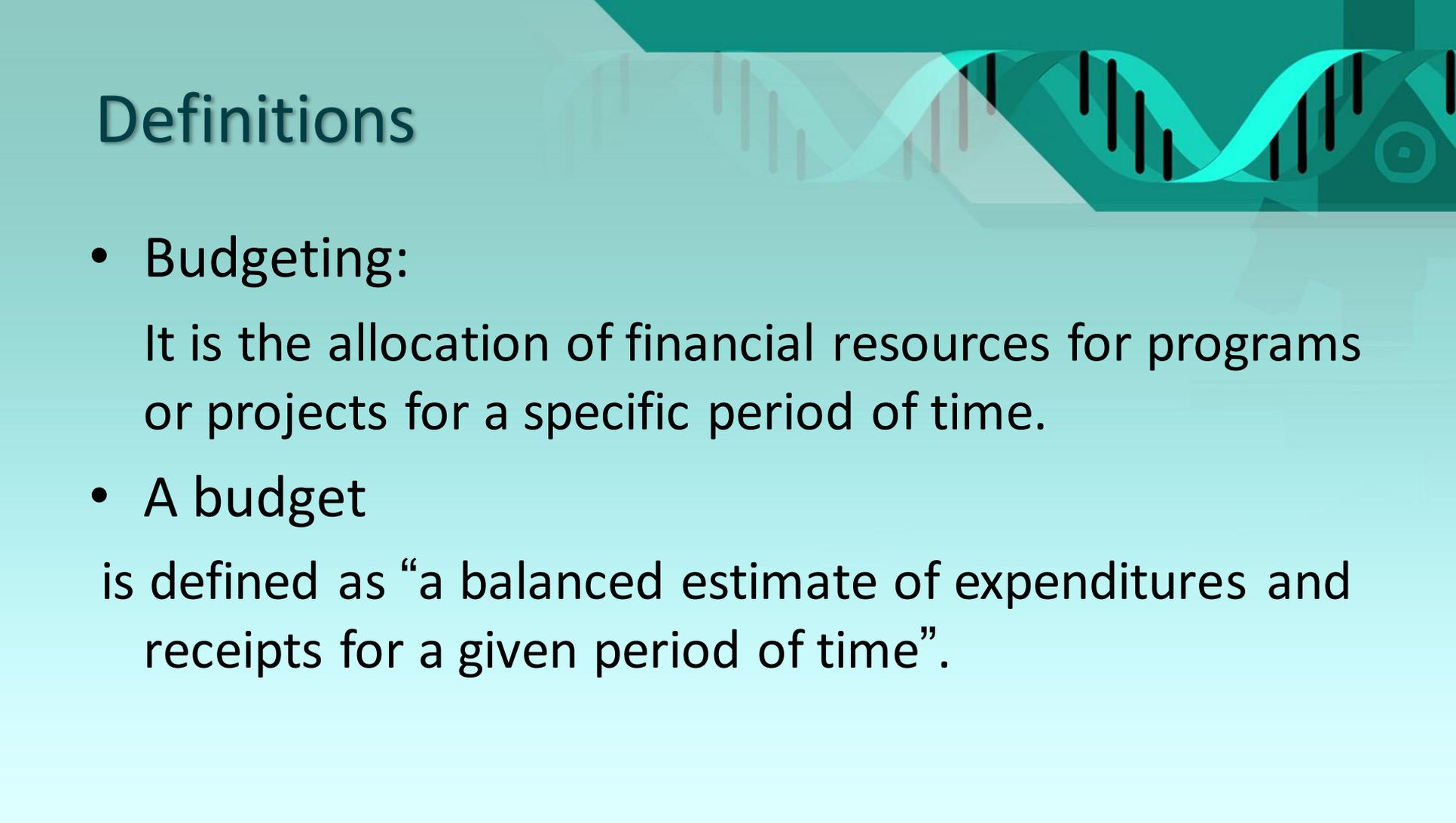
- Budgeting:

  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".

POSDCORB Budgeting

- **Features of budget:**

- Should be flexible.

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

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

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

- Accounting: المحاسبة

"**The process of systematically recording and managing financial accounts**"

Example: Preparing a Profit and Loss Statement

- Auditing: المراقبة والتفتيش

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

- Purchasing: المشتريات

The act of obtaining or buying goods and services.

- THANK YOU