Healthcare Management *Principles*

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LLM, Health Law
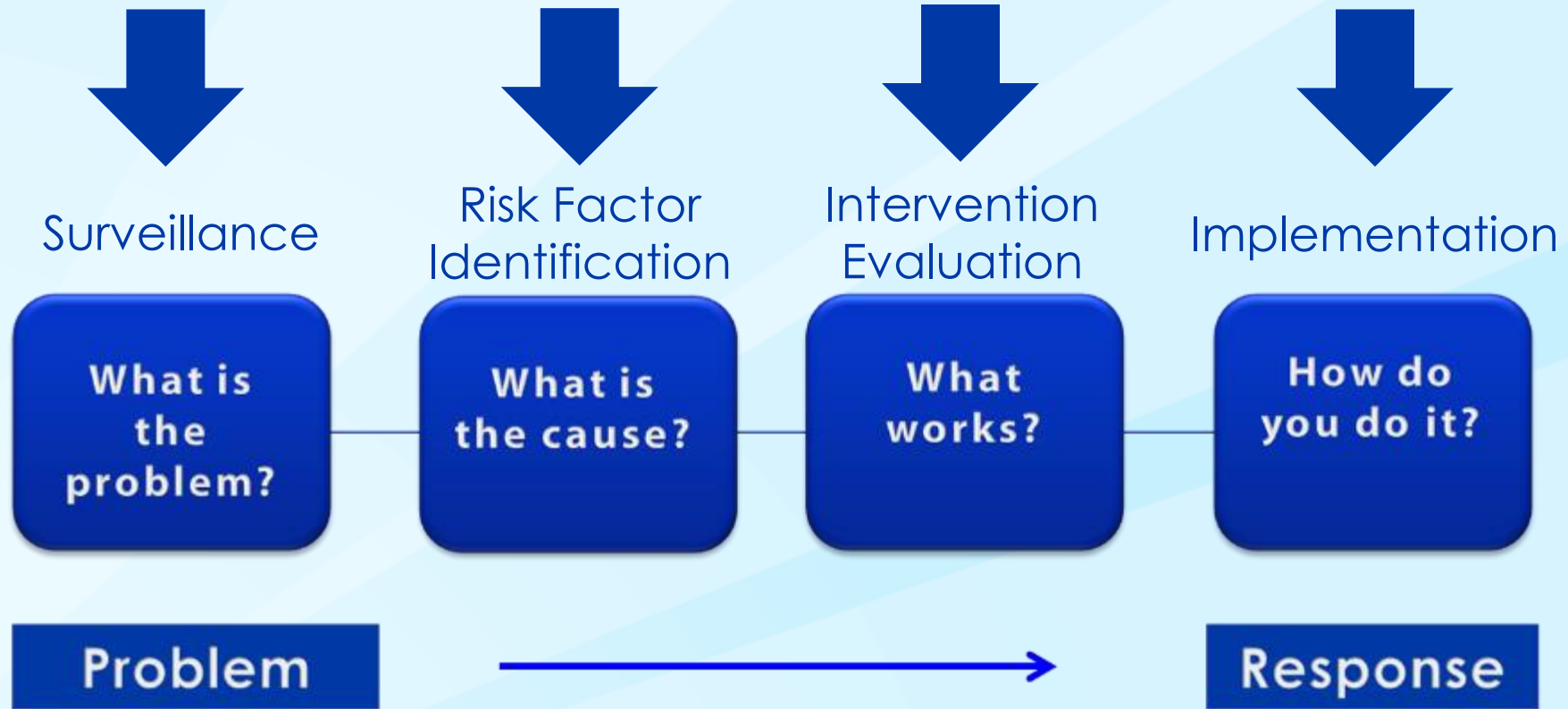*BSc, Public Administration & Political Sciences*

Phase 1 lecture, 2023 - 2024 academic year, spring semester 13th May 20234, Ankara - TURKIYE

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❑ *"The science and art of preventing disease, prolonging life, and promoting health through the organized efforts and informed choices of society, organizations, public and private communities, and individuals."*
CEA WINSLOW, Founder of Public Health Science

SCHOOL OF MEDICINE

ATILIM UNIVERSITY

Atılım Awaits You!

A Public Health Approach

Surveillance

Risk Factor
Identification

Intervention
Evaluation

Implementation

What is the problem? — **What is the cause?** — **What works?** — **How do you do it?**

Problem → **Response**

Three Core Funtions of Public Health

Assessment → **Systematically collect, analyze, and make available information on healthy communities**

Policy → **Promote the use of a scientific knowledge base in policy and decision making**

Assurance → **Ensure provision of services to those in need**

NIH; National Institute of Medicine. The future of public health. Washington, DC: National Academies Press; 1988.

What is healthcare management - administration?

- **Health administration** or **healthcare administration** is the field of;
- *relating to leadership,*
- *management,*
- *and administration of public health systems,*
- *health care systems,*
- *hospitals, and hospital chains (networks).*

Meaning of Public Administration

'Administration' - derived from Latin words;
'ad' = to and 'ministiare' = serve 'Public' / people or citizens..

Administration means, to execute the policy of government administration and
Management are used interchangeably simply means.
==*Governmental administration*== operates in a political setting
its focus is specifically on public bureaucracy.
The study and practice of **public bureaucracy**,
co-ordinating and controlling of governmental operations.

Building Your Public Health Information System

Programmer

Database Administrator

Informatician

Network Administrator

Web Designer

Security Specialist

Why Public Administration Received Impetus as A Subject?

Expanding welfare role of the government

The emergence of private sector

Regulatory role of government

The need for increased efficiency

Development of Science and Technology

Better management of public matters

Definition of Public Administration

The action part of government means:
– the purposes and goals of government as a field
- mainly concerned
- political values consists of the actions a cooperative group effort in a public setting
- covers all the 3 branches *Executive, Legislative, Judicial*
... seen as the activities of groups such common goals include;
defence, safeguarding the frontiers, order fire and protection, maintenance and rule (superiority) of law, communication, public health education, etc.
- 4 main and indispensable - essential public services are;
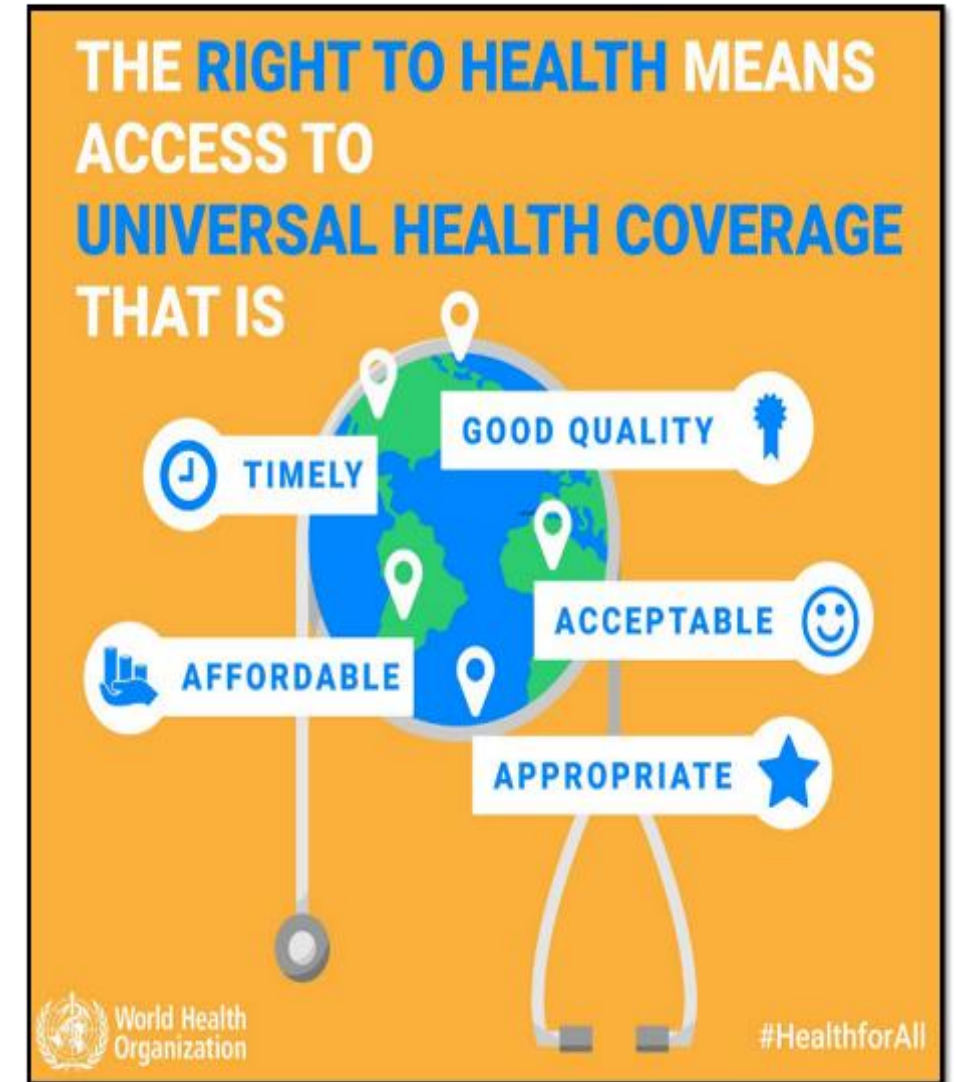*Health, Education, Justice and Security*...

Public Administration

As a process: *Is concerned with all the steps from the 1st to last taken in the implementation of public policy.*

As a vocation: *it is concerned with the management of the activities of others in a public agency.*

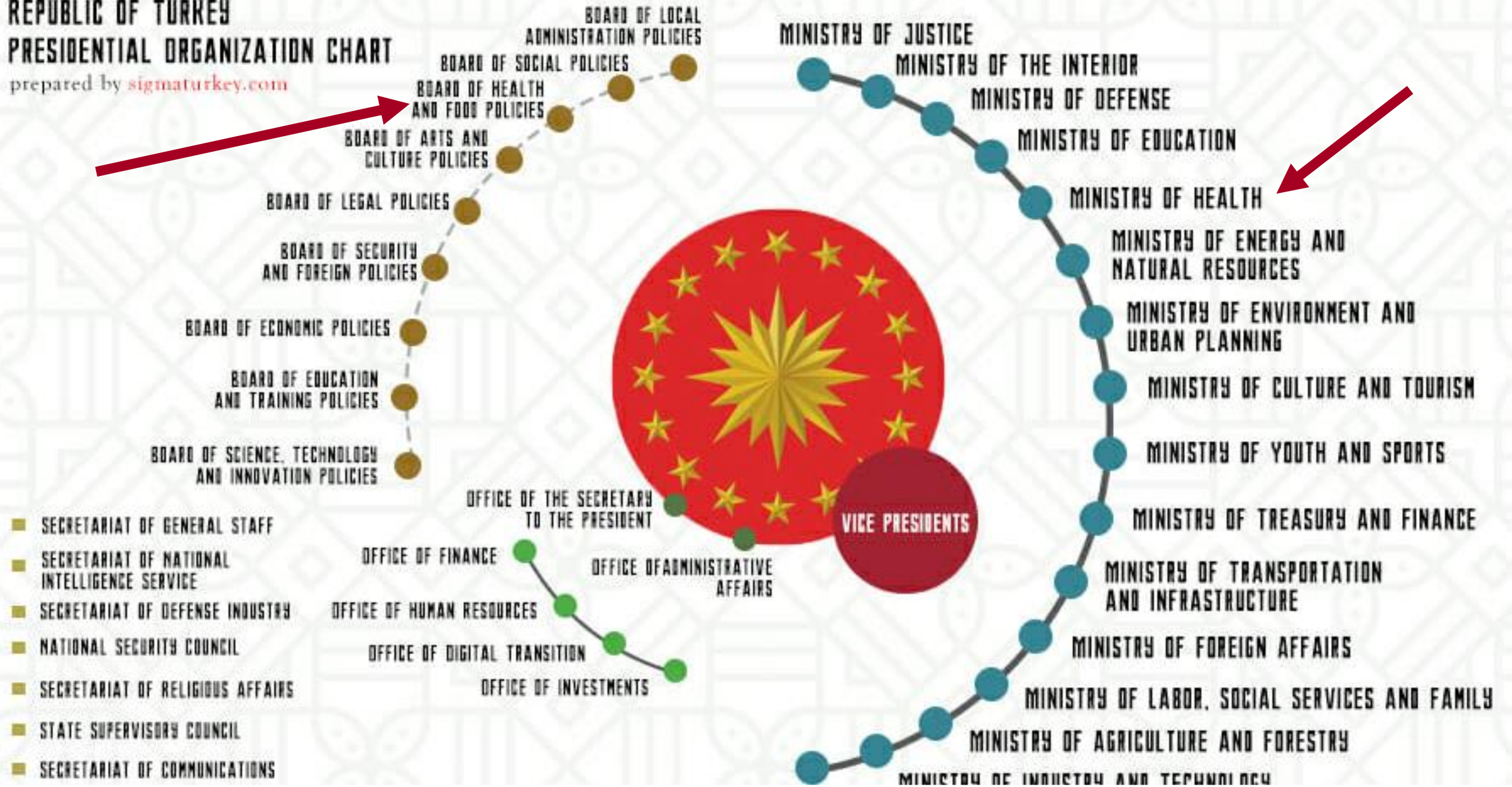**Characteristics of Public Administration**

*part of **Executive** branch of government related with the activities of the state, carries out the public policies, realize the aspirations of the people non-political public bureaucracy, the monopoly of the state concentrated in the Executive branch, naturally a big and complex organization.*

By WHO

REPUBLIC OF TURKEY
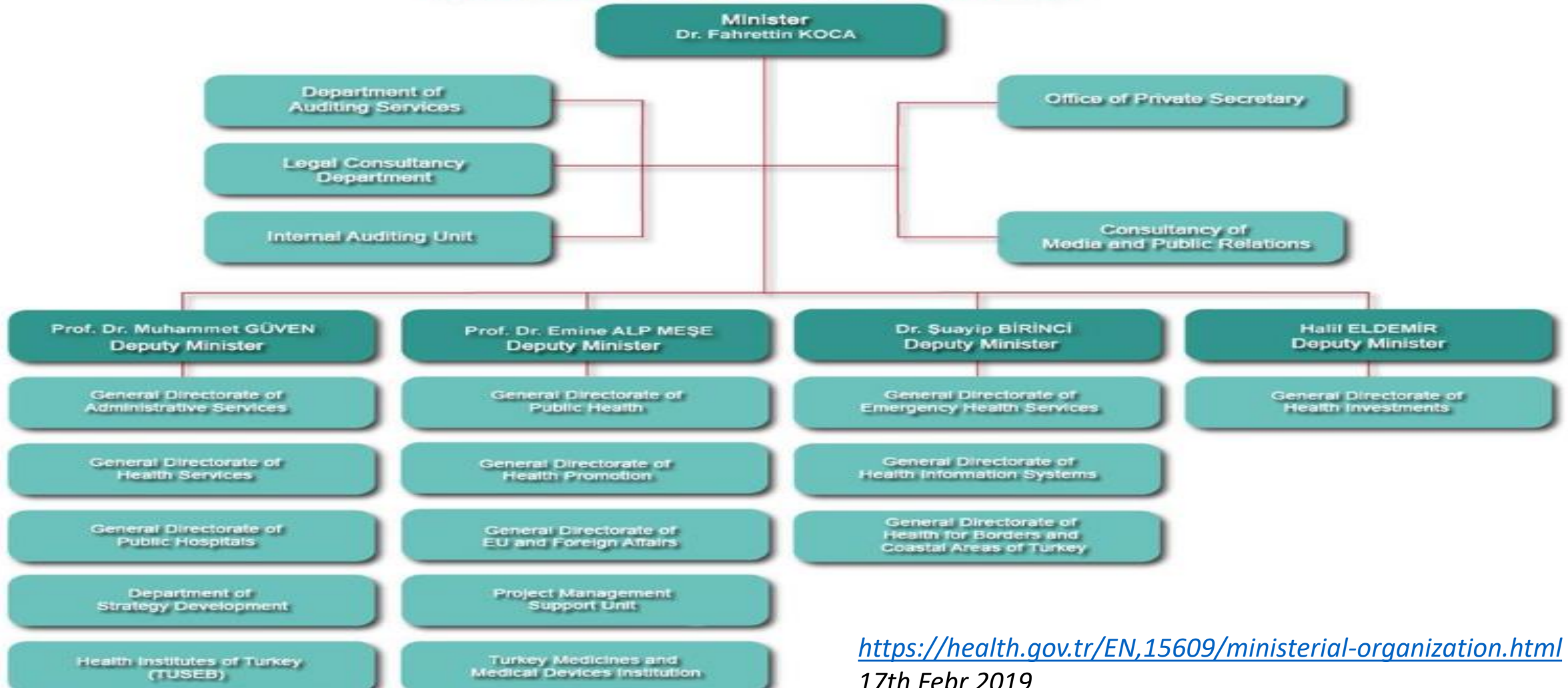PRESIDENTIAL ORGANIZATION CHART
prepared by sigmaturkey.com

BOARD OF LOCAL ADMINISTRATION POLICIES
BOARD OF SOCIAL POLICIES
BOARD OF HEALTH AND FOOD POLICIES
BOARD OF ARTS AND CULTURE POLICIES
BOARD OF LEGAL POLICIES
BOARD OF SECURITY AND FOREIGN POLICIES
BOARD OF ECONOMIC POLICIES
BOARD OF EDUCATION AND TRAINING POLICIES
BOARD OF SCIENCE, TECHNOLOGY AND INNOVATION POLICIES

SECRETARIAT OF GENERAL STAFF
SECRETARIAT OF NATIONAL INTELLIGENCE SERVICE
SECRETARIAT OF DEFENSE INDUSTRY
NATIONAL SECURITY COUNCIL
SECRETARIAT OF RELIGIOUS AFFAIRS
STATE SUPERVISORY COUNCIL
SECRETARIAT OF COMMUNICATIONS

OFFICE OF THE SECRETARY TO THE PRESIDENT
OFFICE OF FINANCE
OFFICE OF HUMAN RESOURCES
OFFICE OF DIGITAL TRANSITION
OFFICE OF INVESTMENTS
OFFICE OF ADMINISTRATIVE AFFAIRS

VICE PRESIDENTS

MINISTRY OF JUSTICE
MINISTRY OF THE INTERIOR
MINISTRY OF DEFENSE
MINISTRY OF EDUCATION
MINISTRY OF HEALTH
MINISTRY OF ENERGY AND NATURAL RESOURCES
MINISTRY OF ENVIRONMENT AND URBAN PLANNING
MINISTRY OF CULTURE AND TOURISM
MINISTRY OF YOUTH AND SPORTS
MINISTRY OF TREASURY AND FINANCE
MINISTRY OF TRANSPORTATION AND INFRASTRUCTURE
MINISTRY OF FOREIGN AFFAIRS
MINISTRY OF LABOR, SOCIAL SERVICES AND FAMILY
MINISTRY OF AGRICULTURE AND FORESTRY
MINISTRY OF INDUSTRY AND TECHNOLOGY

Organizational Chart of Turkish Ministry of HeHealth (MoH)

Organizational Diagram of Turkish MoH


CENTRAL ORGANIZATION WORK DISTRIBUTION

Minister
Dr. Fahrettin KOCA

Department of Auditing Services

Legal Consultancy Department

Internal Auditing Unit

Office of Private Secretary

Consultancy of Media and Public Relations

Prof. Dr. Muhammet GÜVEN Deputy Minister	Prof. Dr. Emine ALP MEŞE Deputy Minister	Dr. Şuayip BİRİNCİ Deputy Minister	Halil ELDEMİR Deputy Minister
General Directorate of Administrative Services	General Directorate of Public Health	General Directorate of Emergency Health Services	General Directorate of Health Investments
General Directorate of Health Services	General Directorate of Health Promotion	General Directorate of Health Information Systems	
General Directorate of Public Hospitals	General Directorate of EU and Foreign Affairs	General Directorate of Health for Borders and Coastal Areas of Turkey	
Department of Strategy Development	Project Management Support Unit		
Health Institutes of Turkey (TUSEB)	Turkey Medicines and Medical Devices Institution		

https://health.gov.tr/EN,15609/ministerial-organization.html
17th Febr 2019

Planning

- Planning could be best defined as the process of determining in advance the objectives and goals to be achieved and the means by which these objectives or goals are to be attained.

- Planning is the first function of management and all other management functions (organizing, staffing, directing, and controlling) are dependent on it. Planning is largely conceptual, but the results of planning are clearly visible.

Terminology in Health Planning

1. **Objective:** Is planned end point of all activities
   - ✓ Is precise
   - ✓ Is concerned with the problem itself

2. **Target:** Permits the concept of degree of achievement, so it often refers to a discrete activity such as the number.

3. **Goal:** is defined as the ultimate desired state towards which objectives and resources are directed.

   - To known whether the goal is accomplished or not various objectives and targets are formulated and accomplishment of such objectives and targets signals accomplishment of the goal.
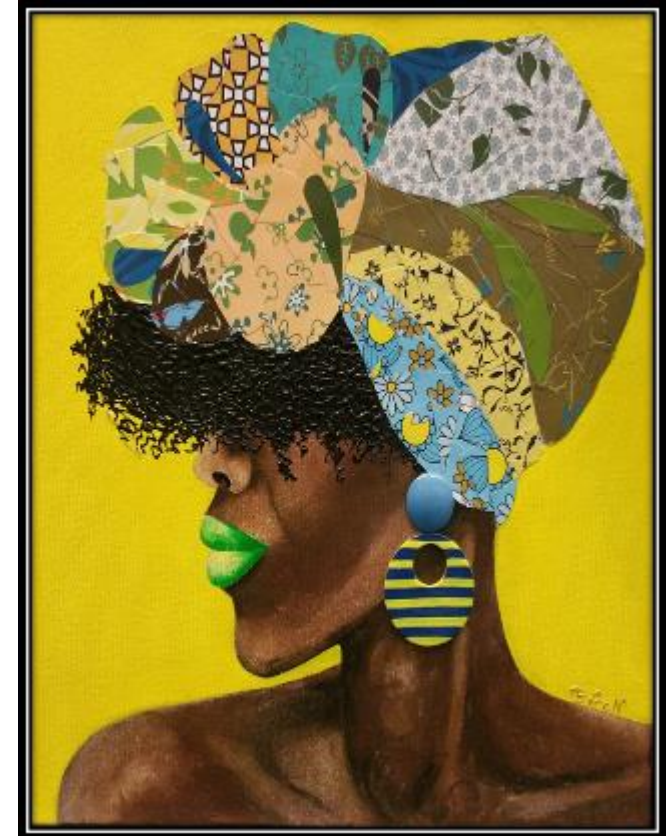
TYPES OF HEALTH PLANNING

Health planning includes several specific, often connected, types of planning:

1. Health services planning
2. Health system planning
3. Health goals planning
4. Population health planning

Hierarchical placement of health settings

6
National referral hospitals

5
Provincial hospitals

4
District hospitals

3
Health centres, maternities, nursing homes

2
Dispensaries, clinics

INTERFACE

1
Community
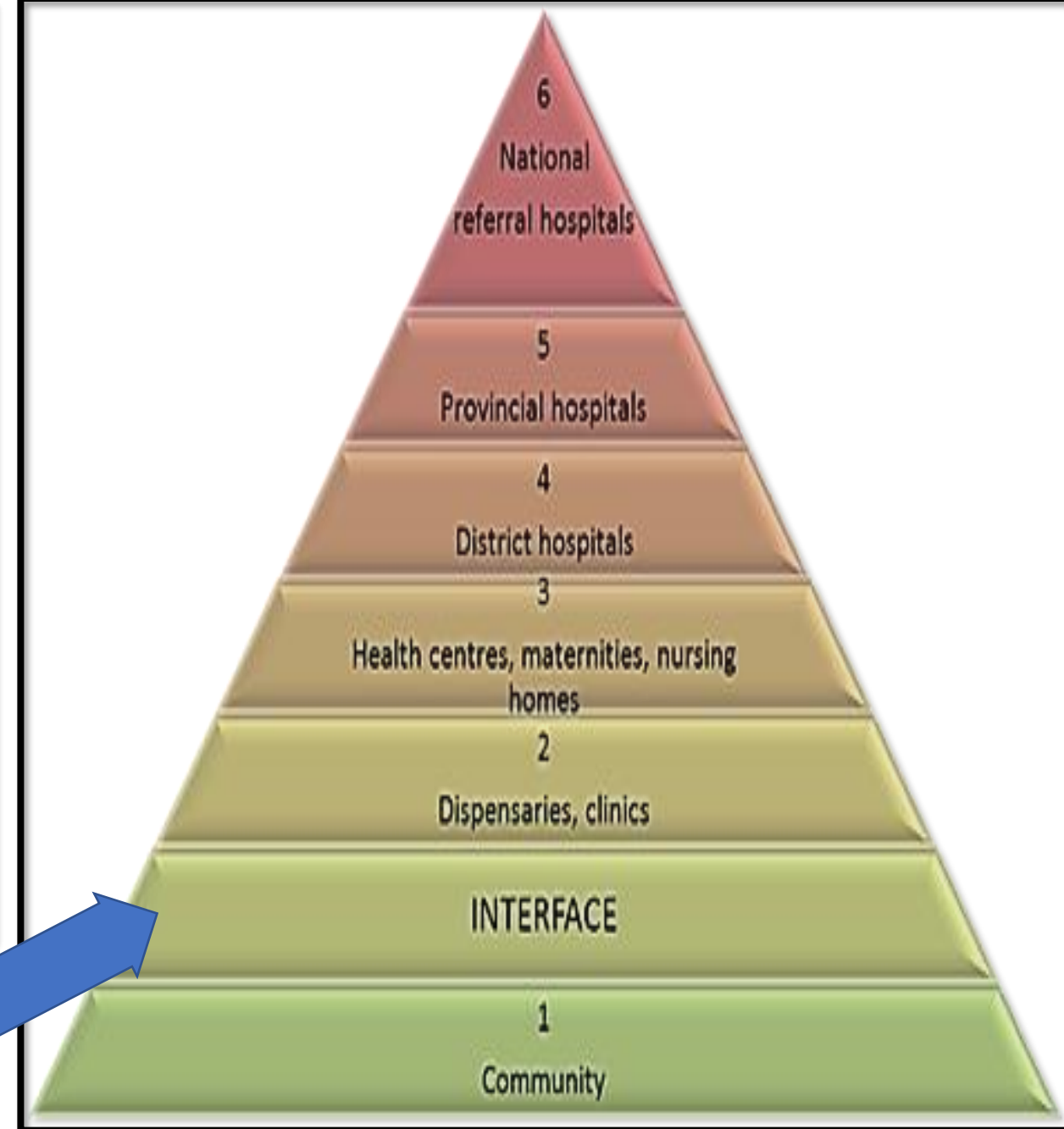
Types of planning:

1- According to the field: Economic planning, social planning, fiscal planning, human resource planning, and so on.

2- according to the level of implementation: Project-based, local, country-based, and also it could be regional.

NORMATIVE NEED	FELT NEED	EXPRESSED NEED	COMPARATIVE NEED
Need that is defined by experts, based on research. Disease prevention by way of vaccination is a good example.	Need perceived by the individual. What people as individuals and communities say they want and feel they need.	This need refers to what can be inferred about the health needs of a community by examining and observing the use of services.	This need is derived from examining the services provided in one area for one population, and using it as a basis to determine the services required in another area, of similar population.

YOUR TYPE 2 DIABETES ACTION PLAN

American Diabetes Association.

Tips, Techniques, and Practical Advice for Living Well with Diabetes

✓ Emotional Health
✓ Medications
✓ Meal Planning
✓ Finding the Best Care
✓ Monitoring

3- According to the time periods:

• **long-run planning:** 7-15 and may reach 20 Y. It is usually difficult, vague, and require long and hard work. It could be divided into shorter plans. It is very important for large countries and large organizations.

• **middle-run planning:** 3-6 years and is easier than the previous one.

Follow these steps... ⟹ ⟹

• Establish the relationships between health problems, other health conditions and quality of life.

• Establish dimensions for measuring health problems –indicators for morbidity, mortality, & disability (Ds).

• set priorities within health problems and within target population.

• Magnitude of health problem (Incidence, prevalence), its distribution with time, place and person and class is identified.

• Methods: population census, national demographic surveys, other sample surveys, etc.

- Short-run planning: 1-2 years and is accurate because it depends on near future predictions. More suitable for small organizations rather than large ones or countries.

* Stages of planning process:

Preparing, approval, implementing, follow up and evaluation (4 main stages).

1- **Preparing (planning unit):** data collection and statistics about the organization that may affect the planning process (political, social, fiscal, geographical data).

2- **Approval (Authority):** to see if the plan is holistic, comprehensive, and go in parallel with the organization goals, policies, and general trends. Otherwise, correction is required.

3- Implementing: planners defines the main responsibilities of the Executive Party (EP) and then the EP issue the needed instructions for the actual implementation of the plan. Coordination between planners and the EP is very helpful to achieve excellent progress.

4- Follow up & Evaluation: done to ensure progress in work and plan implementation (real situation, challenges, difficulties that may faced the plan implementation). Plan correction may be induced in this stage if needed.

Plan components

- They include 5 components which are purpose or mission, philosophy, goals or objectives, policies and procedures, and finally the rules.

1- The purpose or the mission: is the reason of existence of the organization and it identifies its future aim or function. It must be clear and known by every body in the instit. .

- The majority of health organizations exist to provide high quality health services to their clients.

2- Philosophy: is the set of beliefs and values that direct one's practice. It flows from the purpose or the mission.

- It should be written, placed in appropriate documents and reviewed periodically.

- It should be clear and easily understood by all workers (should be touched in the pronouncement and actions of the leaders and managers).
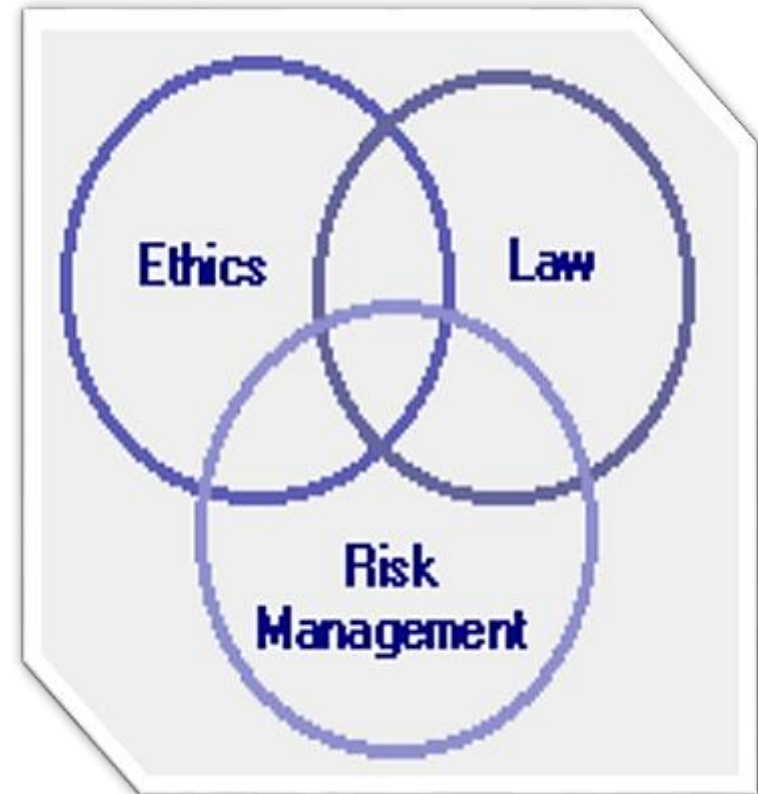
3- Goals and objectives: all philosophies must be translated into specific goals and objectives if they to result in action.

Goal: is the desired result toward which effort is directed. It should be specific, measurable, and realistic.

Objective: more specific and measurable than goals because they identify "how and When" the goal is to be accomplished.

- writing good objectives requires time, practice, knowledge and experience.

- The objective must be SMART:

S............ Simple and specific

M............ Measurable

A............ Attainable or achievable

R............ Realistic

T............ Time-limited

Public Good

Individual Liberty
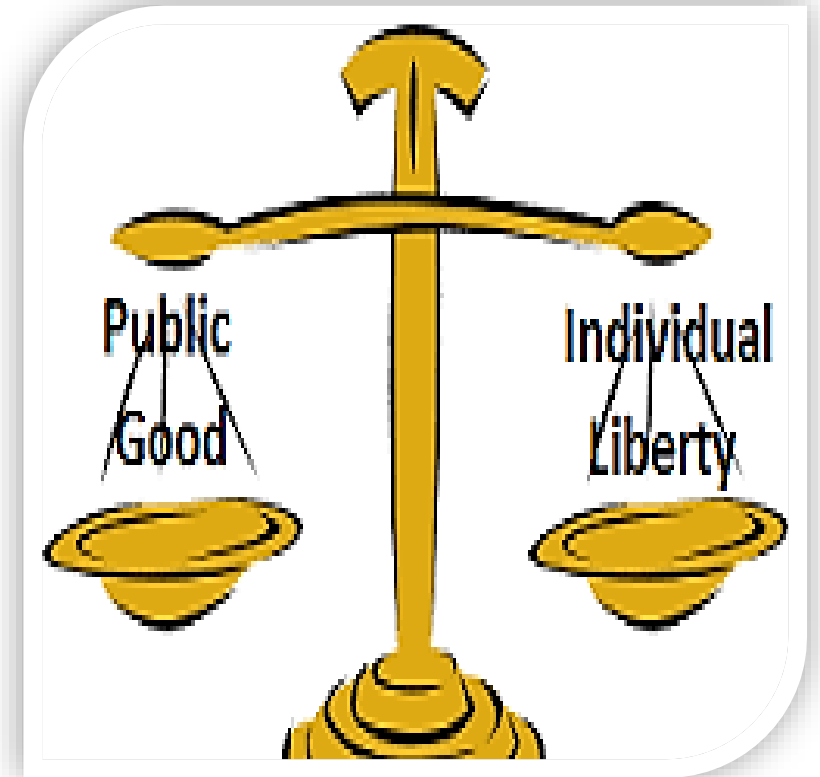
4- policies and procedures: these are the means and methods to accomplish the goals and objectives. They also serve as the actions that guides work achievement.

- **procedures**: a time sequence of steps of a required action. They are ready references for all personnel and help in staff orientation.

- Good procedures increases the quality of the work, save staff time, reduce cost, increase productivity, and provide a mean of control.

5- Rules: orders or instructions issued from the manager to the subordinates when needed. In general they are mostly included in the procedures.
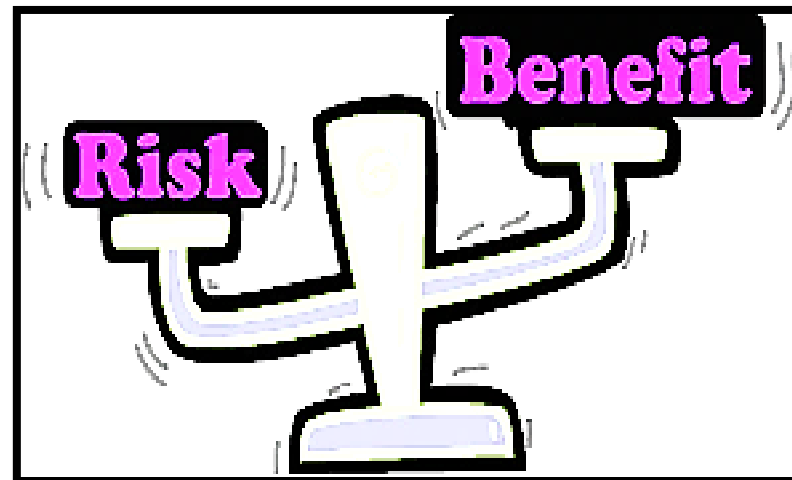
Fiscal Planning "Budgets"

- Of all the forms of planning, fiscal planning is often perceived as the most difficult one.

- Fiscal planning like all planning, is a learned skill that improves with practice.

- This type of planning also requires vision, creativity, and a thorough knowledge of the political, social, and economic forces that shape health care.

- Fiscal planning is a written statement of what resources, money, time, and people — will be needed to provide specific services or products over a specified amount of time.
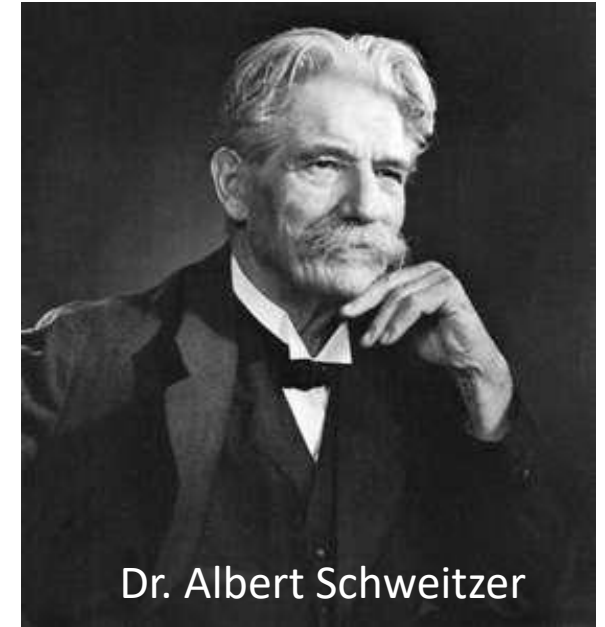
Dr. Albert Schweitzer

Wisdom is knowing the right path to take... *Integrity* is taking it.

- It is essential for health managers to be involved in managing and understanding health costs (Health Industry), and therefore to ensure that there are adequate resources to provide the health services.

- understanding budget by health managers will help them to plan and control the distribution of resources within the organization because the future of health economy is unpredictable.

Imanuel KANT (1724-1804)

HEY BOY, LET'S GET TRANSCENDENTAL.
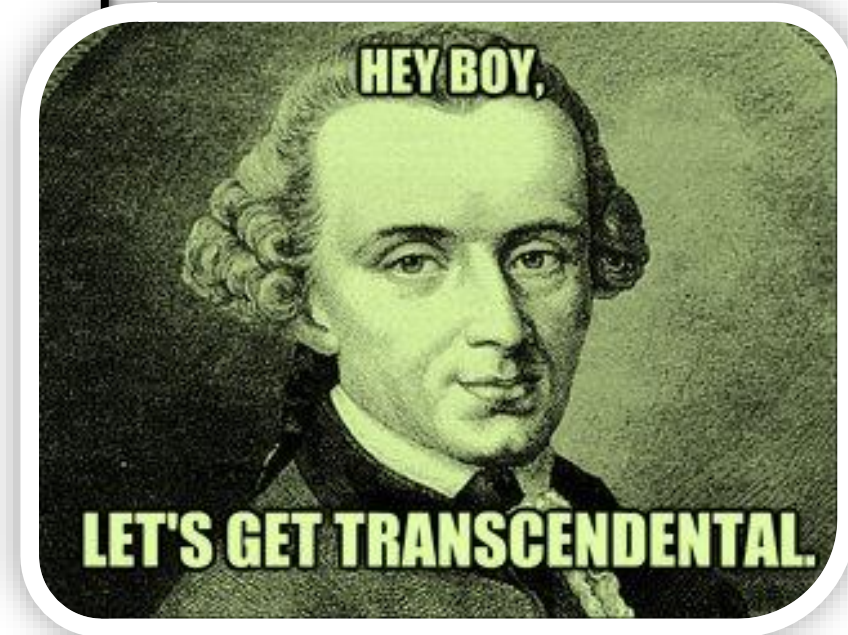
- **Budget:** budget is a plan that uses numerical data to predict the activities of an organization over a defined period of time.

- It is used as a control mechanism, and as a good tool to evaluate the organization's performance over the past year.

- In the budget, expenses may be fixed or variable.

Imanuel KANT (1724-1804)

Imanuel KANT (1724-1804)
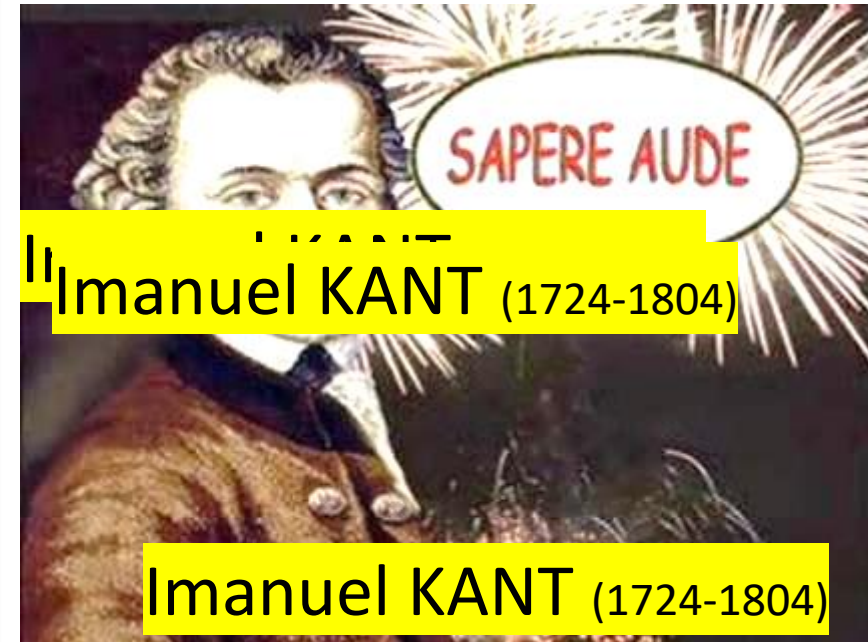
STEPS IN THE BUDGETARY PROCESS (4 steps)

1- determine the requirements of the budget:

Needs, personnel, equipments, and all other operating expenses.

2- develop a plan or a budget:

Based on the objectives and usually for a specific time period (fiscal year that may be divided into monthly, quarterly, or semiannual).

3- analyze and control the operation: each unit manager is accountable for his unit budget and check it up to make sure that there is no major deviation.

- This will help in avoiding inadequate or excess funds at the end of the fiscal year.

4- Review the plan: the budget is reviewed periodically through the fiscal year and may be modified if needed.

Book of Leviticus

The world's first written health code

Types of budgets in health setting

1- The personnel budget: the largest budget expenditure, and it includes salaries, education time, compensation for vacation time, overtime, sick leave, and so on.

- If the manager was able to monitor the personnel budget closely, he will be able to prevent the understaffing and overstaffing and therefore get suitable personnel cost.

2- operating budget (revenues & expenses):

the cost of electricity, repairs and maintenance, drugs, medical supplies, office supplies, laundry services, and so on.

- It is the next after the personnel budget in most health organizations (mainly Hospitals).

- Needs time and data of the previous fiscal year that would be helpful.

3- Capital budget: include new buildings, equipments with long life (greater than 5 years).

* Note:- the desired result of the careful fiscal planning is cost-effectiveness (which means getting the most of your money or that the service worth its price).

10 minutes

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Helpful 5 Factors to budgeting

1- sound organizational structure with clear lines of responsibility.

2- statistical data: no. of admissions, average length of stay, occupancy rate, no. of patients per day help in planning the budget.

3- revenues and expenses reporting for comparison purpose.

4- Managerial support is essential.

Characteristics of effective planning

1- Holism: not restricted to one activity or one unit (all activities and units are interrelated).

2- Realism: depend on the available resources at present and in the future and to be away from imagination.

3- centralization of planning and also decentralization of implementation.

4- **Flexibility**: inducing minor changes as a result of certain situations (but within the limits of the broad lines).

5- **Consistency**: mainly of the broad lines where frequent changes are not allowed.

6- **commitment** to plan implementation.

7- **Continuity**: planning is a continuous process that knows no limits.

8- declaration and marketing of the plan: to ensure the largest possible number of participants in the implementation stage.

- **Limitations of the planning process:**

1- absence of competent management team who is able to implement the desired plans accurately and effectively.

2- Shortage in data and statistics or related studies that are needed for the planning process (or difficulty in obtaining these data).

3- Frequent and dramatic changes in certain areas planning depend on e.g. technology, prices, politics, and so on.

4- The high cost and the long time of the planning process.

5- Absence of performance indicators.

Partners in the Public Health System

Community

Clinical Care
Delivery System

Government
Public Health
Infrastructure

**Ensuring the Conditions
for Population Health**

Employers
and Businesses

Academy

The Media
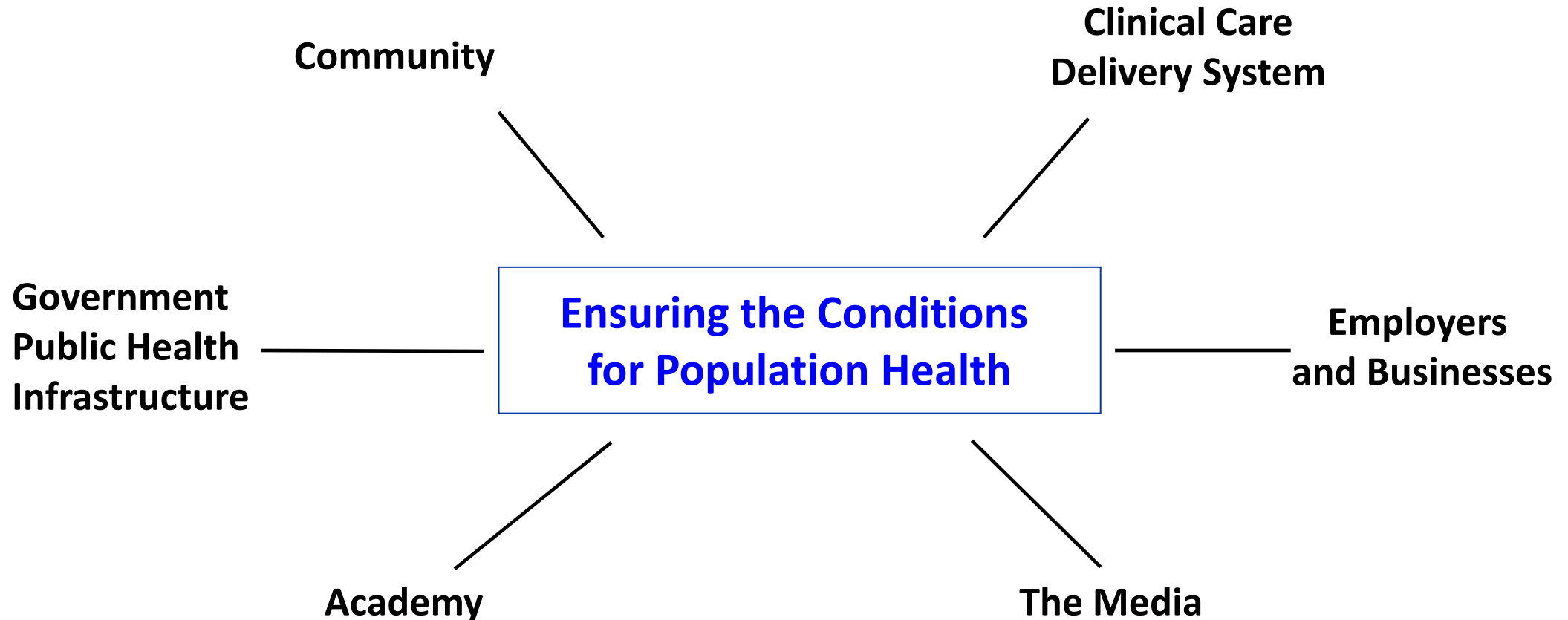
Institute of Medicine. The future of the public's health in the 21st century. Washington, DC: The National Academies Press; 2002.

Decision-Making (Choosing from alternatives)

- Because managers spend much time making decisions and solving problems, developing skills in these areas is essential to increase effectiveness.

- Health manager is confronted by a variety of situations. Hospital or agency policies provide guidelines for dealing with routine situations, but exceptional instances can make decisions more difficult and require a mature sense of judgment.

- Decision making is the scientific problem - solving process.

- Problem solving is a skill that can be learned.

- Decision making can be defined as the process of selecting one course of action from alternatives, it is a continuing responsibility of all the health mangers.

Steps of Decision making process:-

There are 5 steps for the process of decision-making

1) *Identify the problem:*

- Analyze the situation, define the gaps or shortages, ask with who, how, where, when, and try to find answers, and try to know the behind causes.

QUANTITATIVE APPROACHES IN DECISION-MAKING
With Computer Application and Case Study Analysis

Rosalia R. Arao
Antonio Roland I. CoPo
Angeline T. Laddaran
Leila D. Mejia
Antonio P. Villanueva, Jr.
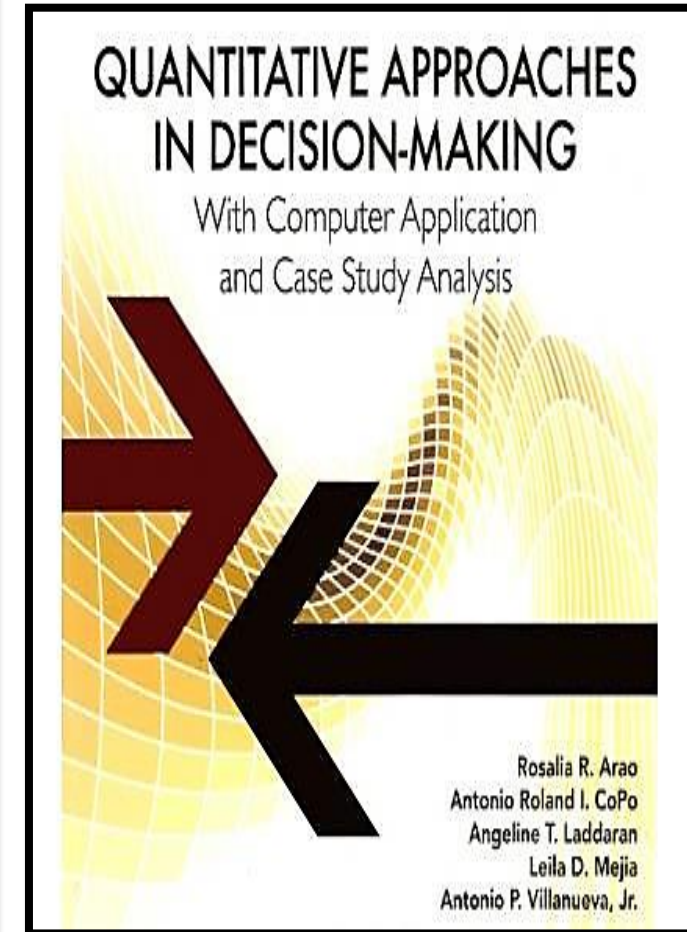
2) *Explore alternatives (possible solutions):*

- **When solving a problem, the manager should determine first if the situation is covered by policy. If it is not, he must use his education and experience.**

- **Depending on one's experience is probably the most common approach to solving problems, but it may be inadequate.**

- **However, health care is changing rapidly, and solutions to yesterday's problems may not work today, so, the manager should look beyond his own experiences and learn how others are solving similar problems.**

- **This can be done through continuing education, professional meetings, review of the literature, and brainstorming with staff.**

3) Choose most desirable alternative:

- One alternative is not always clearly superior to all others, the supervisor must try to balance multiple factors such as pt safety, staff acceptance, morale, public acceptance, cost, and risk of failure.

- **Criteria** for calculating the value of decisions are useful:

- Will this decision accomplish the stated objectives? If it does not, it should not be enforced and another option should be used.
- Dose it maximize effectiveness and efficiency? One should use available resources before seeking outside assistance.
- Can the decision be implemented? If not, it will not solve the problem.

- *4) Implement decision:*
- After the decision has been made, it needs to be implemented.
- The manager will need to communicate the decision to appropriate staff in a manner that does not arouse antagonism.
- The decision and procedures for its implementation can be explained in an effort to win the cooperation of those responsible for its implementation.

- *5) Evaluate results:*
- Evaluate the results of the implementation of the chosen alternative.
- Because solutions to old problems sometimes create new problems, additional decisions may need to be made and evaluated.

Creativity in D. M.

- Decision making stresses the choice of a solution, while the creative process emphasizes the uniqueness of the solution.

- Creativity, simply is the ability to develop and implement new and better solution.

1) Preparation:

- - After the decision maker is 'felt need", he start work stage of acquiring information to understand the situation through observation and extensive use of libraries for data collection, make notes on readings, and so on.

2) Incubation stage:

- Is a period for pondering the situation. Repetition of the same thoughts, with no new ideas or interpretations, reexamine the situation and review the data collected.

3) Insight stage or illumination:

- Is the discovery of the solution. It may come to mind in the middle of the night or during the performance of another task.

4) Verification:

- Is the period of experimentation.

- Some decisions have failed at implementation due to potential problems that were not anticipated.

• **Types of Decisions in Health setting:-**

Two main types (Individual Vs Group).

Let's remember :

Public health is;

"The <mark>science and art</mark> *of preventing disease, prolonging life, and promoting health through the organized efforts and informed choices of society, organizations, public and private communities, and individuals."*

Types of Decisions

Individuals as decision makers:

- The underlying belief of an autocratic manager is that others are not as competent as he/she.

- The autocrat fears that decisions made by others may be more costly, less effective, and represent a threat to the manager power.

- There are individual variations in decision making.

- Everyone has different values and life experiences, and because each perceives and thinks differently, various decisions are made for the same set of circumstances.

Factors affecting the individual D.M:-

- **1- Values and decision making:**
- Individual decisions are based upon each person's value system.
- Represent what is right, good, or desirable, they help an individual to decide which mode of conduct is preferable to the others.

- **2- Life experience and decision making.**

- **3- Individual preference and decision making.** The manager must be honest, and risk taking.

- **4- Individual ways of thinking and decision making.**
- Evaluating information and alternatives to arrive at a decision is a thinking skill.
- Individuals think differently .

Group Decisions:-

- Within an agency it is unusual for an individual to complete the decision making process by himself.

- Commitment to the decision is important to its implementation and may be increased by participation in the decision making process.
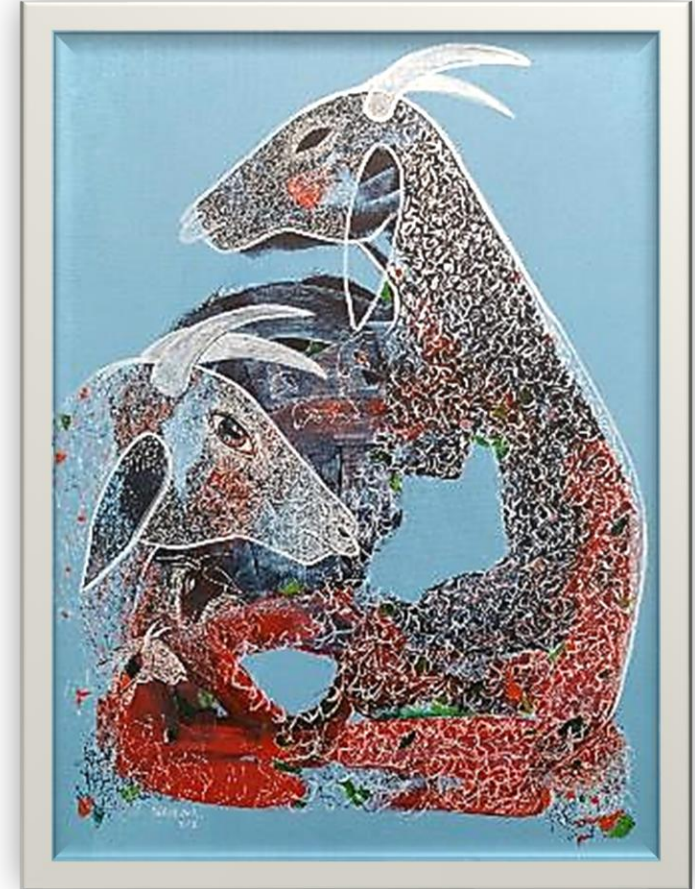
- ***The advantages of group participation in decision making:***

- It increase acceptance and understanding of the decision and leads to enhanced cooperation in effective implementation.

- Broader experiences, wider range of knowledge.

- Time consuming for a group to make a decision than for an individual to gather information and analyze it.

- Allows the person to express his views and attempt to persuade others.

- Sustain friendship.

- ***Disadvantages of group participation in decision making:***

- Subordinate may be influenced by his desire for group acceptance or be quite all the time of meeting.

- Few people may dominate the group.

- Interested in an argument than in determining the best alternatives.

- Consensus which may is not the optimal alternative.

Ten Essential Public Health Services
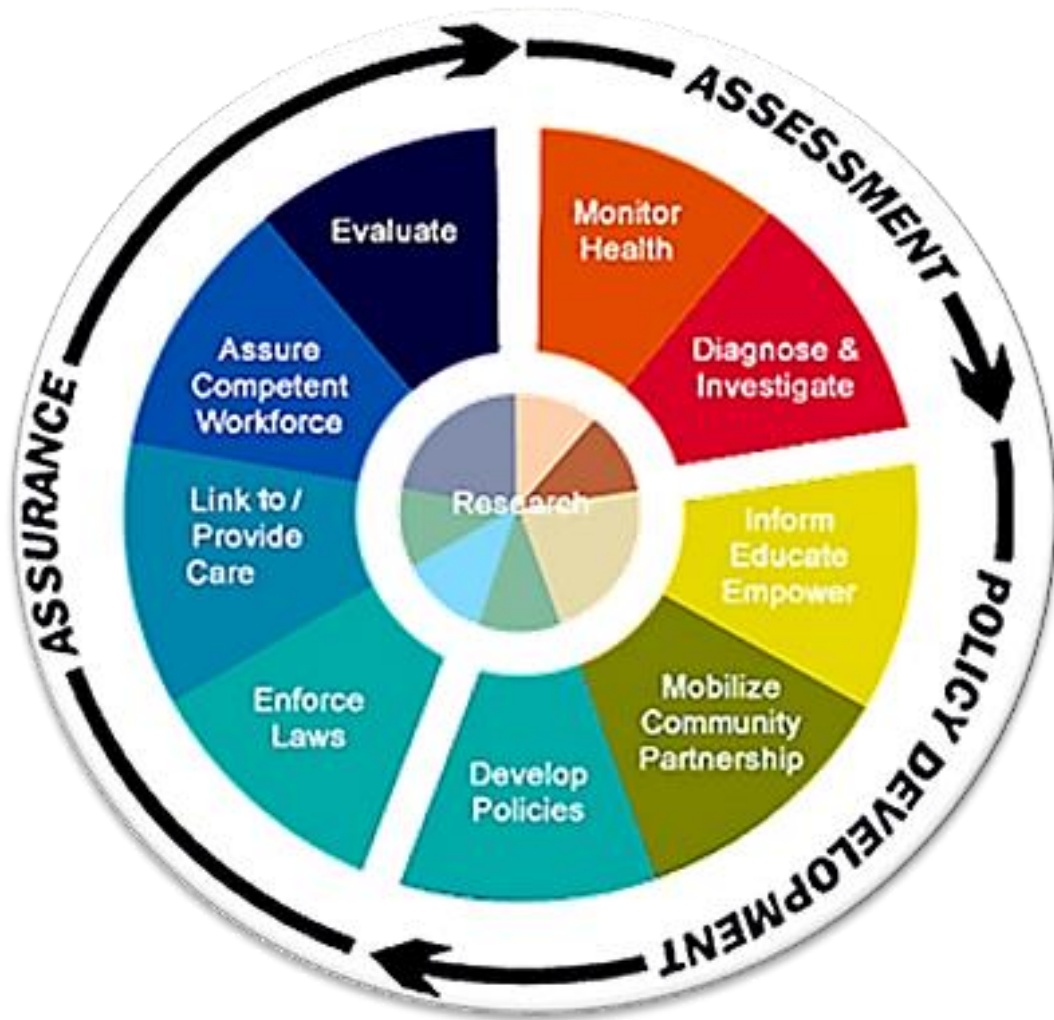
1. **Monitor Health**
2. *Diagnose and Investigate*
3. **Inform, Educate, Empower**
4. *Mobilize Community Partnership*
5. **Develop Policies**
6. *Enforce Laws*
7. **Link to/Provide Care**
8. *Assure a Competent Workforce*
9. **Evaluate**
10. *Research*

Health Care as a Partner in Public Health

Public Health	Health Care
Population focus	Individual patient focus
Public health ethic	Personal service ethic
Prevention or public health emphasis	Diagnosis and treatment emphasis
Joint laboratory and field involvement	Joint laboratory and patient involvement
Clinical sciences peripheral to professional training	Clinical sciences essential to professional training
Public sector basis	Private sector basis
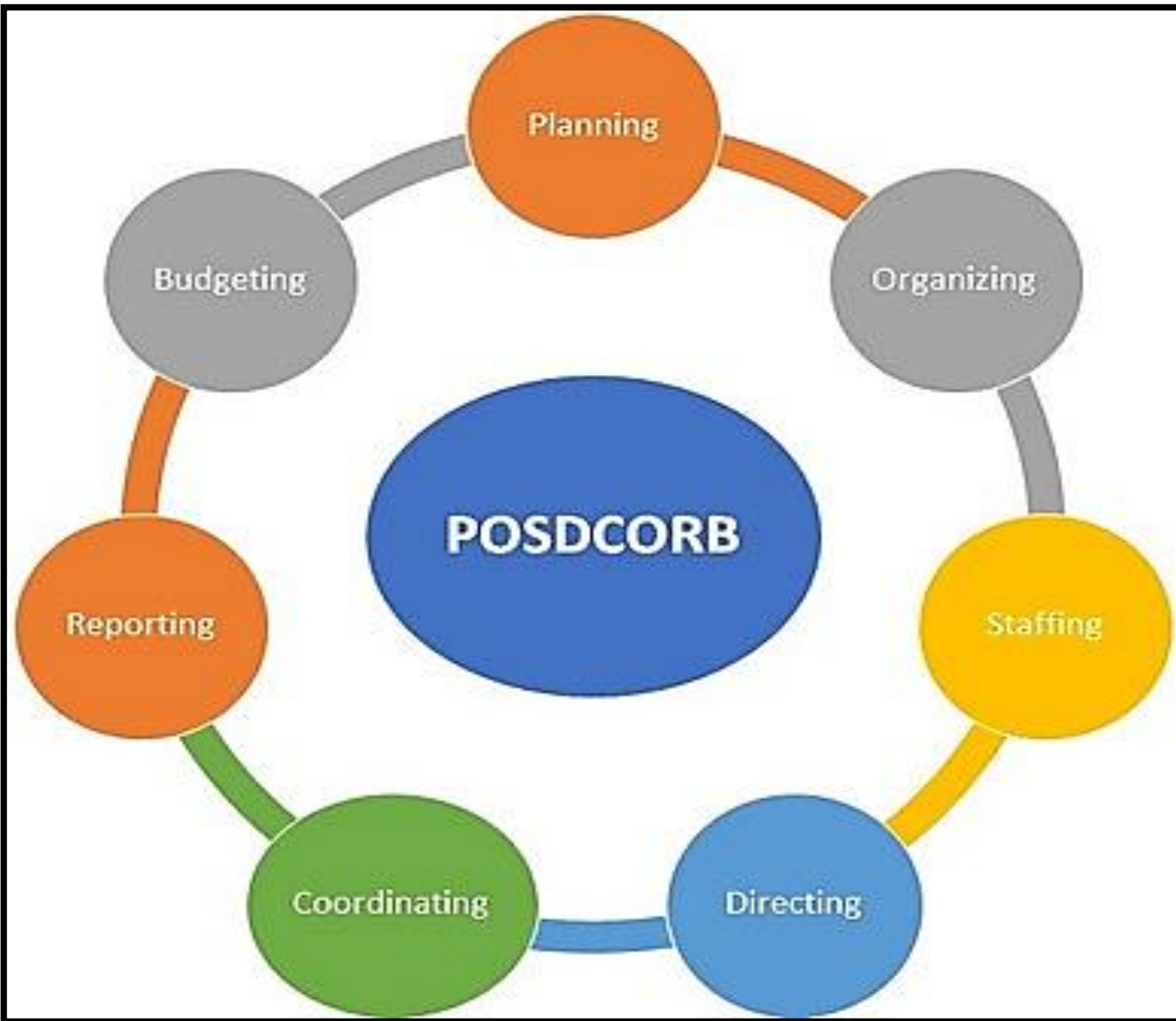
Acrostic
for POSDCoRB
Formulation

Luther Gullick

Planning,

Organizing,

Staffing,

Directing,

Coordinating,

Reporting,

Budgeting..

The essential philosphy of health services is «**HEALTH FOR ALL in an EQUALITY MANNER**» *and it is the unique remedy at the same time..*

5 Principles to Guide Adaptive Leadership

Responding to the crisis requires adaptive leadership, which involves what we refer to as the **4 A's**:

- *Anticipation* of likely future needs, trends and options.

- *Articulation* of these needs to build collective understanding and support for action.

- *Adaptation* so that there is continuous learning and the adjustment of responses as necessary.

- *Accountability*, including maximum transparency in decision making processes and openness to challenges and feedback.
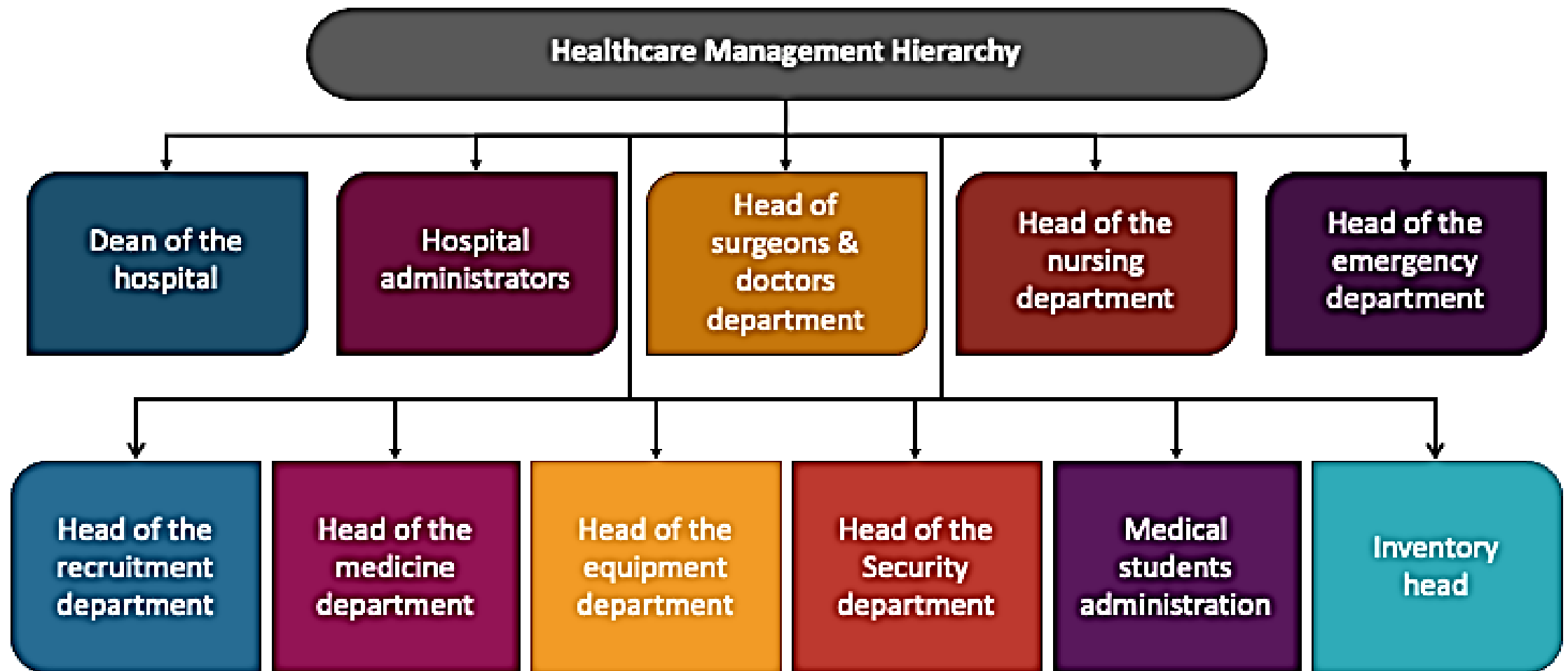
WHO reveals leading causes of death and disability worldwide: 2000-2019

❖ "These new estimates are another reminder that we need to rapidly step up *prevention*, diagnosis and treatment of noncommunicable diseases," said
Dr. Tedros Adhanom Ghebreyesus, Director-General of **WHO**.

❖ "They highlight the urgency of drastically improving *primary health care equitably and holistically*. Strong primary health care is clearly the foundation on which everything rests, from combatting noncommunicable diseases to managing a global pandemic."

HEALTHCARE MANAGEMENT

Ahmet SALTIK, MD
Professor of Public Health
LLM, Health Law
BSc, Public Administration & Political Sciences

«*The burden of medical responsibility is a heavy profession above all, even then death.*»

Mustafa Kemal
ATATÜRK
Founder of Turkiye