



MODULE FOUR: MANAGEMENT IN HEALTH



Management in Health

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Introduction to the Module (2 of 2)

This module is divided into the following six units:

- Unit One: Concepts and Principles
- Unit Two: Functions and Roles of a Manager
- Unit Three: Strategic Planning
- Unit Four: Operations Management
- Unit Five: Management of Effective Teams
- Unit Six: Risk Management in Health

Menu

Abbreviations

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1 Concepts and Principles

- Management (Skills? Principles?)
- Components: Environment / Resources / Obj-Planning / Effective-Efficient / Others
- Leadership + Management

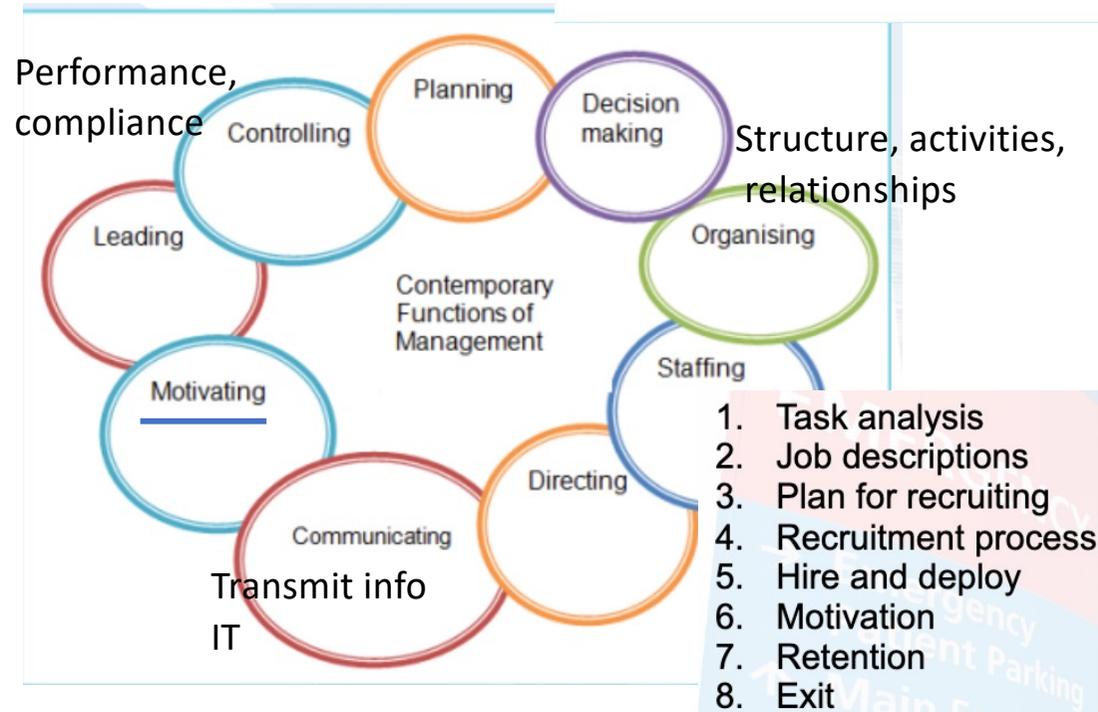
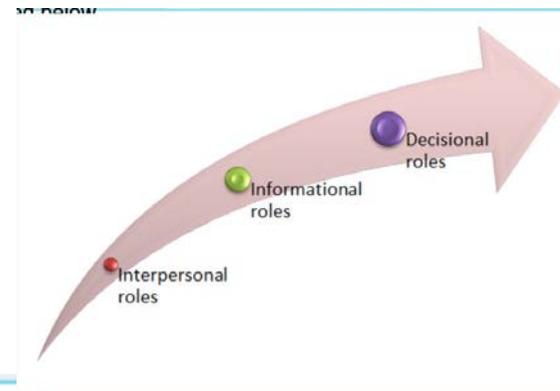
- Division of labour
- Authority and responsibility
- Discipline
- Unity of command
- Unity of direction
- Subordination of individual interest
- Remunerations
- Centralisation or decentralisation
- Scalar of chain
- Order
- Equity
- Stability of tenure
- Initiative
- Esprit de Corps



Managers	Leaders
<ul style="list-style-type: none"> • Managers cope with complexity 	<ul style="list-style-type: none"> • Leaders cope with change
<ul style="list-style-type: none"> • Managers plan and budget 	<ul style="list-style-type: none"> • Leaders set direction and shared values
<ul style="list-style-type: none"> • Managers organise and staff a business 	<ul style="list-style-type: none"> • Leaders align people with the organisation and therefore empower them
<ul style="list-style-type: none"> • Managers control and solve problems 	<ul style="list-style-type: none"> • Leaders motivate people, including through networks

Figure 4.1 Managers and Leaders

2 Functions and Roles of a Manager



1. Task analysis
2. Job descriptions
3. Plan for recruiting
4. Recruitment process
5. Hire and deploy
6. Motivation
7. Retention
8. Exit

3 Operations Management

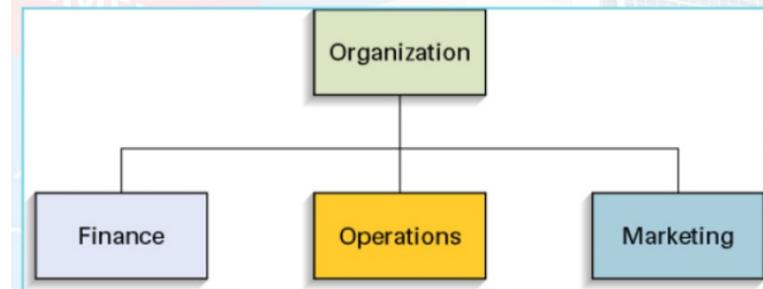


Figure 3.1 The interrelatedness of major departments in an organisation.

- Defn: design, operate and improve product/service systems

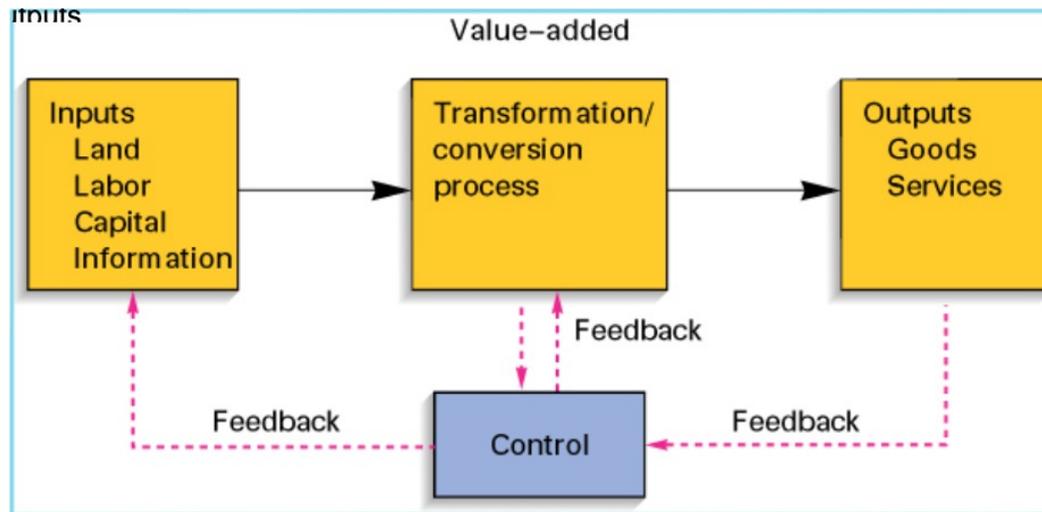


Figure 3.2: Conversion of inputs into outputs.

Responsibilities of Operations Management

Planning

- Capacity
- Location
- Products & services
- Make or buy
- Layout
- Projects
- Scheduling

Controlling/Improving

- Inventory
- Quality
- Costs
- Productivity

Organizing

- Degree of centralization
- Process selection

Staffing

- Hiring/laying off
- Use of Overtime

Directing

- Incentive plans
- Issuance of work orders
- Job assignments



- Quality should be high, consistent and sustainable.
- Flexibility, for example, the ability to provide standardised and customised products and services.
- Delivery is capabilities in terms of volume, rate and philosophy such as quick response.
- Cost efficiency is to reduce operational costs through improved productivity and waste elimination.

4 Strategic Planning

"Strategy is not driven by future intent alone it is the gap between today's reality and intent for the future that is critical" Jeanne Liedtka, (1998).

- SWOT/Orgn Obj

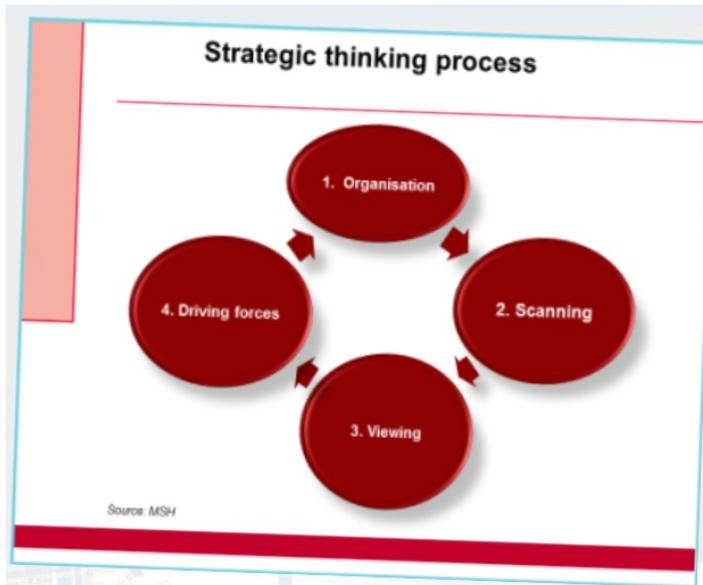
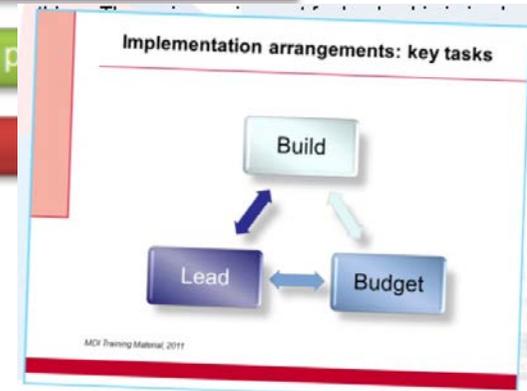
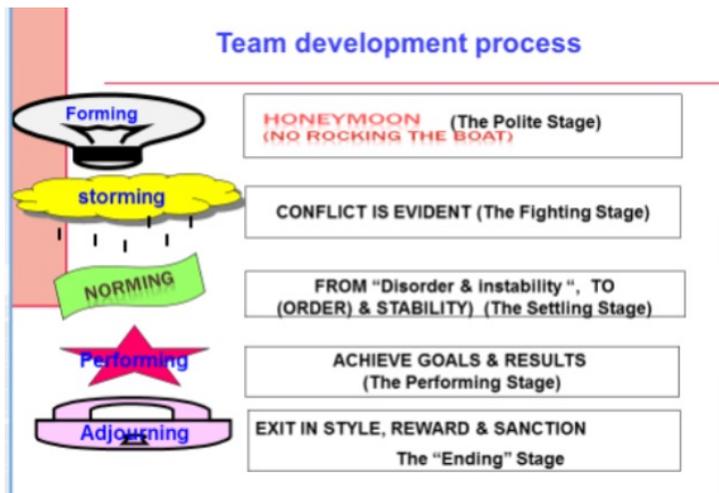


Figure 4.1: Strategic Thinking Process



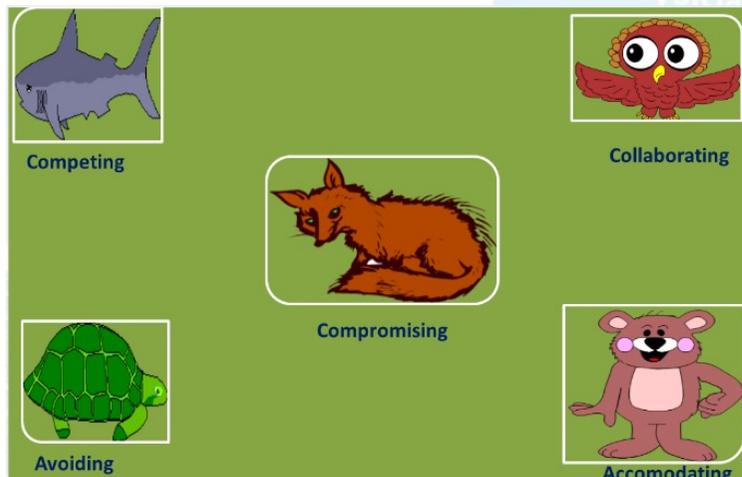
5 Management of Effective Teams

- Together
- Each
- Achieves
- More



An effective team leader ensures that:

- Team members understand and share the leader's vision.
- Team members respect and ideally like one another.
- Individuals derive satisfaction from being members of the team.
- The team learns to work together in a relaxed fashion.
- Team recognition and credit for a good job is freely given.
- Team members understand and share goals, objectives, vision and mission.
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- Team recognition and credit for a good job is freely given.
- Team members understand and share goals, objectives, vision and mission.



6 Risk Management in Health

Table 6.1 domains of risks and their descriptions (Robert L., 2014).

Risk Domains	Descriptions
Operational	Risks resulting from failed internal processes people or systems
Clinical and Patient safety	Results from failure to follow evidence based practices, include serious safety events
Strategic	Risk associated with focus and direction of the organisation.
Financial	Risks associated with financial sustainability of the organisation may include risks associated with malpractice litigation and insurance
Human capital	Risks associated with employee selection, retention, staffing and turnover
Legal/Regulatory	Risks associated with fraud and abuse, licensure and accreditation
Technology	Include risk management information systems, electronic health records and social networking
Hazard	Risks related to facility management, parking valuables, construction, earth quakes floods and f

Eleven (11) Principles of risk management

- Creates value
- Be an integral part of organisational process
- Be part of decision making
- Explicitly address uncertainty
- Be Systematic structured and timely
- Based on the best available information
- Be tailored
- Take into account human and cultural factors
- Be transparent and inclusive
- Be dynamic interactive and responsive to change
- Facilitate the continual improvement of organisation