

MANAGEMENT IN HEALTH CARE

Abstract

Managing is one of the most vital and significant human activities. Health care management roles are crucial to the overall operations of the health care system. Healthcare administration and management is the process of overseeing a healthcare system and the delivery of healthcare services. The reason this is such an important discipline is that healthcare administrators are essentially responsible for ensuring the continuation of healthcare delivery. The healthcare system offers four broad types of services: health promotion, disease prevention, diagnosis and treatment, and rehabilitation. Healthcare management is exactly what the name implies. It's the overall management of a healthcare facility, such as a clinic or hospital. A person in charge of healthcare management oversees the day-to-day operations of the facility. "Healthcare management" is an umbrella term that covers a wide variety of job titles. Clinical directors, healthcare supervisors, health coordinators, and nursing home facilitators often have degrees in healthcare management. And while you may think of healthcare managers as people who work at hospitals or in private practice, they may also work at colleges or universities, public health centers, urgent care clinics, insurance companies, or pharmaceutical companies.

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I. INTRODUCTION

WHO states that effective Leadership & Management are essential to scaling up the quantity & quality of health services and to improving population health.

“Managing is one of the most vital and significant human activities. Man is a social animal, hence he needs organisations to attain his goals because he cannot accomplish them on his own without management. They view management as being crucial to their collective goal-achieving since it ensures that their efforts are coordinated. Today's society relies more and more on teamwork, which has increased the size, complexity, and importance of the manager's job.”

II. DEFINITIONS

1. Management is the process of getting things done through people. **(Follet, 1941)**
2. Management is a process of designing and maintaining an environment in which people, working together in groups, accomplish selected aims. **(Adeleke, 2004)**
3. A continuous dynamic process to effectively getting things done.
4. Effectively achieving the identified objectives in right way, right time with the last available resources (Manpower, money and material....etc).

III. AIMS OF HEALTH MANAGEMENT

1. **Improve population health:** “Population health management (PHM), which has been described as "the technical field of endeavour which utilises a variety of individual, organisational, and cultural interventions to help improve the morbidity patterns (i.e., the illness and injury burden) and the health care use behaviour of defined populations," is one way to enhance population health.”

“By adding more chronic ailments and diseases, using "a single point of contact and coordination," and using "predictive modelling across numerous clinical conditions," PHM differs from disease management.”

2. **Scaling up the quality & quantity of health services according to the perceived needs and demands of the community:** “Any health care resource's level of value, as evaluated by some assessment, is known as its quality of care. It is an evaluation of whether something is good enough and appropriate for its function, much as quality in other fields. The purpose of health care is to provide good quality of life, treat illnesses when possible, increase life expectancy, and other objectives by making high-quality medical resources available to everyone who need them. In an effort to gauge the quality of healthcare, researchers look at a variety of quality indicators, such as the number of diseases that are treated for or lessened by the therapy, the number of risk factors that patients have after receiving preventative care, or surveys.”

IV. SCOPES OF HEALTH MANAGEMENT

1. Mapping community health profile & policy.
2. Running & improving health services (PHC Units, Hospital, and Clinic).
3. Introduce new health services, protocol etc.
4. Running a health program or a project.
5. Conducting a research, thesis, survey etc.

V. UNDERSTANDING HOSPITAL AND HEALTH CARE MANAGEMENT:

“Hospital and Health management often called as Health care management which applies the tools and techniques of management to the field of health care or individually to hospital sector or public health sector. In a broader sense hospital management prepares students for leadership roles in hospital sector through training in planning, operational and project management of hospitals including orientation in managerial aspects of clinical and support service departments.

“Additionally, this provides instruction on how to plan and manage an information system in a hospital context as well as manage financial, material, and human resources. In a similar manner, a health management programme develops the skills necessary to take on administrative roles inside the government's health care system, specifically in the national health programmes, the NGO sector, and community-based health programmes. Additionally, it introduces the students to the national health policy and programming's larger-scale challenges.”

VI. ORGANIZATIONAL MANAGEMENT

The foundation of organisational management is the idea of how organisations work in relation to:

1. Organizational structure.
2. The process of leadership.
3. Management change.
4. Team work.

Units and functions make up every organization's structure. Job holders in these units and functions are responsible for accomplishing results in their positions. Relationships exist between these roles that call for the delegation of authority and the sharing of information. There is what is typically referred to as a "chain of command" that establishes a hierarchy of positions and specifies who is responsible for what and to whom.

VII. CAREER OPPORTUNITIES IN HEALTH CARE MANAGEMENT

The management of healthcare is in an interesting phase right now. Compared to almost all other industries, healthcare is evolving the fastest. The rapid growth of the healthcare sector in India as a result of efforts from both public and private partners has resulted in significantly more placement and employment opportunities. Various national and international funding organisations, the pharmaceutical industry, the federal and state governments, and development partners have invested millions of dollars. Yes Bank and an

industry association research issued in November 2009 forecast a 23% yearly growth (Kavya Sharma et al., 2010; Kavya Sharma et al., 2011).

20,000 professionals would be needed based on the country's current needs, despite the fact that only about 2500 professionals are generated annually, according to the demand assessment. This illustrates the lack of workforce capacity (Kavya Sharma et al., 2010; Kavya Sharma et al., 2011). Healthcare CEOs may have the chance to significantly contribute to enhancing the health of the communities their organisations serve as part of their duties and responsibilities as professionals. With growing diversity in the healthcare system, executives are needed in many settings, including:

1. Clinics
2. Consulting firms
3. Health insurance organizations
4. Healthcare associations
5. Hospitals
6. Nursing homes
7. Physician practices
8. Mental health organizations
9. Public health departments
10. Rehabilitation centres
11. Skilled nursing facilities
12. Universities and research institutions

An AYUSH graduate choosing a career in healthcare management can enter the industry as an entry- to mid-level management position in a specialized area, such as:

1. Finance
2. Government relations
3. Human resources
4. Information systems
5. Marketing and public affairs
6. Material management (purchasing of equipment and supplies)
7. Medical staff relations · Nursing administration · Patient care services
8. Planning and development (American College of Health Care Executives,2013)

1. Understanding Hospital and Health Care Management: “Hospital and health management, often known as health care management, is the application of management tools and techniques to the healthcare industry, as well as to the hospital or public health sectors individually. In a larger sense, training in planning, operational, and project management of hospitals, as well as orientation in managerial aspects of clinical and support service departments, prepares students for leadership roles in the hospital sector. Additionally, this provides instruction on how to plan and manage an information system in a hospital context as well as manage financial, material, and human resources.”

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VIII. HEALTH CARE INDUSTRY IN INDIA

The Indian health care industry has witnessed a massive spurt in health care spend and is expected to reach US\$100 billion by 2015 from the current ~US\$65 billion in 2012, growing at a compound annual growth rate (CAGR) of 20% a year. A brief account of various segments of health care industry with their growth potential is described below.

- 1. Indian hospitals industry:** The hospital sector dominates the healthcare market and is growing faster than the entire sector as a whole. According to the Associated Chambers of Commerce and Industry (ASSOCHAM), the private hospital sector in India is currently valued at about US\$25 billion and expanding at a CAGR of 20%.
- 2. Indian health insurance industry:** The Indian health insurance market is now valued at US\$3 billion and is anticipated to expand at a CAGR of about 20% to reach US\$13 billion by 2020. In India, the general insurance market for health insurance makes up 20% of the overall market and has been expanding at a CAGR of 18–20% over the past several years.
- 3. Indian pharmaceutical industry:** The Indian pharmaceutical market is currently worth \$20 billion USD and has experienced three years of CAGR of 15.37% growth. Currently, it is the third-largest market in the world by volume and the thirteenth-largest by value. By 2020, it is anticipated that the domestic pharmaceutical market will reach US\$49 billion, growing at a CAGR of 15-20% yearly (Dinodia Capital Advisors, 2013).

IX. EDUCATIONAL OPPORTUNITIES

“Looking at the institutions in India that provide courses in hospital and health management, a total of 51 institutions have been found, and based on the yearly intake of students in these schools, roughly 2500 students would be created each year (Kavya Sharma et al., 2010; Kavya Sharma et al., 2011).”

X. THEORY OF MANAGEMENT

“Before you can effectively analyse a theory's Processes and other crucial topics related to it, it is highly appropriate to understand what a theory is. Therefore, it is wise to understand what a theory is before looking at the real processes involved in this regard. Homans, a distinguished management expert, described theory as a systematic grouping of interrelated concepts and principles that provide a framework for or connect a sizable area of knowledge.”

"A theory is a set of pigeon holes or a filing cabinet, in which facts are stored, and nothing is more lost, than a loose fact," said Homans. However, one must understand that while Theories inevitably reflect the beliefs and attitudes of their time, they nonetheless continue to have a significant impact on contemporary organisational practises and concepts. Three different categories can be used to group management theories:

1. Classical or scientific management theory
2. Human Relations Administration
3. Using Open Systems

1. **Scientific approach:** “Frederick Winslow Taylor claimed that it was suggested that Scientific Approach or Classical Management Theory focused on fundamental principles, which he believed were the underlying facts that could be correctly applied to any company. The fundamental tenet of Taylor's Classical or Scientific Theory was the replacement of custom and common sense with the use of scientific procedures, which might produce productivity without requiring greater work from humans.”

“Taylor firmly believed that by splitting a task into its component pieces, or the division of labour, productivity could be raised and worker pay might grow as a result. Taylor wanted to make production processes more effective so that workers could earn more money in addition to reducing organisational costs and increasing production. It is undeniable that the scientific management approach placed a greater emphasis on organisational structure.”

2. **Human relation approach:** “Additionally, according to French sociologist Emile Durkheim (1825–1917), The Human Relations Approach, developed by Elton Mayo (1880–1949), placed more emphasis on the employees of a business. Human relations focused on people's social needs, drives, and behaviours. The idea behind this strategy was to demonstrate how highly engaged employees may become by joining a social working group and having their opinions heard when management alters how things are done.”

3. **Open system approach:** “Unlike the scientific or human relations techniques, this strategy does not isolate one part of an organisation. With a systems perspective, the organisation is seen as a whole, consisting of its people, structure, environment, and technology. The organisation is considered as a collection of connected and interdependent parts that work together to form a whole. According to the Open Systems approach, all organisational components—including people, structure, environment, and technology—must be viewed as a unitary whole rather than as discrete parts. It can be either closed or opened.”

“A closed system is thought to be self-supporting from inside, whereas an open system communicates with its external contexts. Management entails dividing employees into teams so they may cooperate to achieve a common objective. There is little discussion of the many management theories and how they have evolved through time, from the one-dimensional scientific approach to the multi-dimensional systems approach. We will now examine key management procedures that collectively make up the discipline of management.”

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