

MANAGEMENT IN HEALTH CARE

Abstracts

The word "management" refers to a procedure, a career, and a group of individuals. A range of disciplines, including philosophy, economics, mathematics, political science, and behavioral sciences have contributed to the body of knowledge known as management, which is multidimensional in nature. Health care management is the study of a few facets of healthcare, such as quality assurance, international health care systems, health care economy, and health care policy as they relate to the diagnosis, prevention, and management of sickness. In importance of management in health care includes accomplishment of the organization goal, provides vision and mission, increase efficiency, crystallize nature of management, effective utilization of resources, brings harmony in group, to improve research & to attain social goals. The levels of management in health care can be classified in three broad categories on the basis of hierarchy, their position and relative responsibilities. These levels are: Top Level of Management, Middle Level of Management & Lower Level of Management (Operative level of Management). In skills of management in health care includes *communication*, teamwork, flexibility stress management, time management & decision-making. Types of management in health care are clinical management, health care consulting, medical entrepreneurship, nursing home management, health insurance underwriting management, academia & emergency management. Functions of nursing management in health care includes Planning, Organising, Staffing, Directing and Controlling. The principles of management in nursing are the statements of fundamental truth related to nursing field. which are derived at through observation and analysis of events, faced by Managers in practice in clinical include Division of Work, Authority and Responsibility, Discipline, Unity of Command, Unity of Direction, Subordination of individual interest, Remuneration, Centralization, Scalar chain, Order, Equity, Stability of Tenure of Personnel, Initiative, & Esprit de Corps.

Author

Kabita Puhan
M.sc Tutor, SUM Nursing
College
Siksha'O'Anusandhan
Deemed To be University
Bhubaneswar, Odisha, India
kabita.puhan@gmail.com

Future nursing administration and management will be impacted by a number of issues and developments, including the nursing shortage, opportunities for lifelong learning, the significant advancements in nursing science and research, the challenge of managed care, and the impact of health policy and regulation.

Management is a systemic process of management activity, which is based on financial status, objectives, activities and control or authority over workers.

Key Word : Management, POSDCORB, Health

I. INTRODUCTION

The word "management" refers to a procedure, a career, and a group of individuals. A range of disciplines, including philosophy, economics, mathematics, political science, and behavioral sciences have contributed to the body of knowledge known as management, which is multidimensional in nature. A complicated phenomenon, management involves people's interpersonal relationships, motivation, and morale as well as a confluence of social, biological, physical, and political variables. It is a process made up of a number of operations that take place in a sequential or overlapping order with the aim of attaining organizational goals. Management doesn't offer a one-size-fits-all answer to every issue, but it does offer phenomena that can be quantifiedly represented, relationships that can be logically validated, causal chains whose internal consistency can be logically verified, and conclusions that can be empirically tested.

Preventative care, emergency services, follow-up care, and rehabilitation are all included in the vast field of health care. Coordination of healthcare is impossible without efficient management. Health care management is unquestionably the field of management in the healthcare industry.

II. DEFINITION OF MANAGEMENT AND HEALTH CARE MANAGEMENT

“Management is defined as the technique, practice or science of managing or controlling an organization; the resourceful use of materials, time or the human resources of an organization”. (Collins English Dictionary, 1981).

“Management is a process of designing and maintaining an environment in which people, working together in groups, accomplish selected aims”.
(Adeleke, 2004)

“Management is the process of getting things done through people”. (Follet, 1941) Management comprises planning, organizing, staffing, leading or directing, & controlling an organization or initiative to accomplish a goal.

Health care management is possible to provide the best possible delivery of healthcare by utilizing managerial and leadership abilities, clinical and information technology, and other resources.

Health care management is the study of a few facets of healthcare, such as quality assurance, international health care systems, health care economy, and health care policy as they relate to the diagnosis, prevention, and management of sickness.

III. CONCEPT OF MANAGEMENT IN HEALTH CARE

Management is a general term which is described in various ways, with significantly different meaning. Management is the process of achieving its objectives by utilizing and controlling the group of appointed candidates in order to complete the management task. Providing good work environment ensures that the workers perform well, and ultimately, the

group performance removes the hurdles and provides ways for maximizing the skill in attaining the objectives of the management.

Management involves a set of activities directed at the efficient and effective utilization of resources-human, financial and physical-through planning, organizing, leading and controlling functions. It is based on economic resources, goals, processes and authority.

IV. IMPORTANCE OF MANAGEMENT IN HEALTH CARE

Good management helps increasing efficiency, to crystallize its nature, improve research and to attain social goals and many other ways. Management is the thinking organ that provides vision to the organization.

- 1. Accomplishment of the organization goal:** Management determines and accomplishes the objectives of organization and other departments.
- 2. Provides vision and mission:** Management keeps itself in touch with changing needs of society at large and accordingly has the vision for the organization and identify the mission and objectives of the organization and direct all activities.
- 3. Increase efficiency:** The manager can become more effectively by using established guidelines to help, solve problem. No manager can develop a meaningful plan without a clear idea of goal to be accomplished & the future environment premised for its operation.
- 4. Crystallize nature of management:** Lack of understanding of concept, principles and techniques of management makes it difficult to analyze the management of job and to train managers.
- 5. Effective utilization of resources:** Management ensures the proper and effective utilization of human and resources by using principles of management and using management techniques in order to get maximum performance.
- 6. Brings harmony in group:** It brings harmony among the group so that they work together with the feeling of belongingness to achieve organizational goals.
- 7. To improve research:** Management deals in for with the people & since groups of people are unpredictable and complex, effective research poses a question mark. It deals with planning action, the devising control and grouping of activities, the research in all areas are slow and costly.
- 8. To attain social goals:** The managing coordinates the efforts of people so that individual objectives can be translated into social attainment.

V. LEVEL OF NURSING MANAGEMENT IN HEALTH CARE:-

The levels of management in health care can be classified in three broad categories on the basis of hierarchy, their position and relative responsibilities. These levels are:

1. Top level of management: In nursing services, Top level management consists of Assistant Directors, Chief nursing officers or Nursing Superintendent or matrons in the hospital. The top management is the ultimate source of authority and it accomplishes goals, policies and objectives for nursing services.

Their role can be summarized as follows

- They are responsible for the nursing services for which they serving.
- They issue the instructions for the lower levels and control all the activities of the hospital nursing services.
- They are assisted by deputy nursing superintendent, assistant nursing superintendent or assistant matrons.

2. Middle level of management: Middle level management in nursing is usually heads of nursing units in the hospitals at supervisory level. They are responsible to the top management for the functioning of their department and designated as ward sisters or sister grade-I. Their role can be emphasized as

- They make duty plans of the nursing personnel of lower level & dived work to them.
- They follow and implement the policies and guidelines issued to them by top level management.
- They evaluate the performance of lower level nurses, coordinate with other departments & team to ensure that the best possible patient care.
- They arrange for necessary materials, equipments for lower level nurses & provide them & with necessary working and therapeutic environment.
- They Supervise and guide them and also solve their problems.
- They maintain good human relation in the unit and communicate their problems to top level management.

3. Lower level of management (Operative level of Management): Lower level is also known as operative level of management. It comprise nurses at the operative level designated as staff nurses or sister grade-II. Their activities include

- They plan and take the decision for care of their assigned patients.
- They carry out the instructions given by their superiors and team members in relation to patient care.
- They are also known as the first line management.

VI. SKILLS OF MANAGEMENT IN HEALTH CARE

1. Communication: Working in this sector will require you to speak with people on the phone, in writing, and vocally. One of the most crucial skills in health care administration is the capacity to communicate clearly, with consideration for others, and in a compassionate manner.

2. Teamwork: Any hospital or healthcare facility's performance depends on its non-clinical staffs and administrators' capacity to collaborate with medical professionals to uphold a high level of service.

- 3. Flexibility:** Healthcare settings can often be very unanticipated. You might need to alter your direction right away in the event of an unplanned catastrophe, such as a pandemic or a natural disaster. Successful health care administration requires being able to quickly adapt to changing circumstances.
- 4. Stress management:** When a patient's life is in risk, stress can be harmful to the medical staff and systems. The capacity to act quickly under pressure while maintaining composure and professionalism is required.
- 5. Time management:** As a health care administrator, you must exercise good judgment when deciding which tasks to delegate to team members and when deciding how much work you can handle on your own.
- 6. Decision-making:** Managers and administrators frequently make decisions that have an effect on the health and wellness of their patients despite not providing clinical care. In order to choose the best course of action, you may be required to analyse a large amount of data. In other situations, such as a sudden emergency, you might have to devise a suitable course of action based on little information.

Katz (1974) identified key competencies of the effective manager, including conceptual, technical, and interpersonal skills.

These are defined as follows:

- **Conceptual skills** involve the capacity for in-depth analysis and challenge-solving. Examples: A manager evaluates the best approach to provide a service or chooses a plan of action to lower patient complaints about food service.
- **Technical skills** that demonstrate knowledge of or proficiency in a particular work activity. **Examples:** A manager creates and implements a brand-new incentive compensation plan for employees or designs and implements changes to a computer-based staffing model.
- **Interpersonal skills** that make it possible for a manager to interact and collaborate effectively with others, whether they are peers, superiors, or subordinates. **Examples:** A manager offers advice to an employee whose performance falls short of expectations or informs subordinates of the anticipated performance standard for a service for the upcoming fiscal year.

VII. TYPES OF MANAGEMENT IN HEALTH CARE:

- 1. Clinical management:** Clinical managers and pharmaceutical project managers are experts in a range of medical specialties, including stem cell research, diagnostics, and the creation of medical equipment. Clinical managers may also oversee the financial side of trials, overseeing the use of grants or government funding and keeping track of costs associated with studies.

2. **Health care consulting:** Health consultants may work alone or for an organization. Additionally, they could collaborate with businesses and organizations to develop customized training courses for their staff.
3. **Medical entrepreneurship:** It can be both rewarding and profitable to launch your own health-related business. In the medical sector, biologics and developing technologies have spawned a number of prosperous businesses that have created novel therapies and equipment to further research and discover solutions for diseases like cancer and AIDS.
4. **Nursing home management:** Managers and directors of nursing homes keep an eye on the facility's medical care, treatment, social activities, dietary requirements, and business operations to make sure it is well-run, secure, and offers seniors a loving environment.
5. **Health insurance underwriting management:** Managers responsible for insurance underwriting choose and train staff, create goals and budgets for insurance agencies, control growth and profitability, and decide who qualifies for coverage.
6. **Academia:** A health care administration professor or assistant professor can be hired if they have studied health care management and have accrued sufficient professional experience. In this position, you may concentrate on a particular facet of health care administration, including information technology, health care legislation, or human resources, or you could instruct courses on a variety of subjects.
7. **Emergency management:** A community, business, or individual can prevent medical emergencies with the assistance of emergency management personnel, who can also help them respond to natural disasters. To distribute food and water, deliver healthcare, offer emergency shelter, and other services, they work in concert with rescue organizations, government agencies, and law enforcement personnel.

VIII. FUNCTIONS OF NURSING MANAGEMENT IN HEALTH CARE:-

Like management, nursing management has its own managerial and administrative function. According to Henry Fayol, the process of management has five function i.e. forecasting and planning, Organizing, Commanding, Coordination and control. Whereas Luther Gullick has given a keyword '**POSDCORB**' where P stands for Planning, O for Organising, S for Staffing, D for Directing, Co for Co-ordination, R for reporting & B for Budgeting. Where reporting and budgeting both are the parts of controlling. But the most widely accepted are functions of management given by KOONTZ and O'DONNELL i.e. **Planning, Organising, Staffing, Directing and Controlling.**

1. **Planning:** Plan of nursing management is one of the basic and prime functions. It involves selecting the objectives, policies, strategies, programmes for the nursing services. The objectives are set, policies are made, Strategies are determined and time scheduling is done. Tasks are defined and resources are planned.

According to KOONTZ, "Planning is deciding in advance - what to do, when to do & how to do, who is going to do, and how the results are to be evaluated. It is

responsibility of nursing managers of all level in the organization, the intensity and nature of planning differ.

2. **Organizing:** It is the process of developing physical resources, informational resources & human resources as per plan. Activities are carried out as to identify work activities, preparing job descriptions and job responsibilities, assigning and identifying job roles & developing rationales to organize those activities. It involves totality of activities and authority relationship that constitute organizing functions.
3. **Staffing:** It involves the organizational structure through proper and effective section, appraisal and development of nursing personnel. This process includes setting recruitment procedures, selecting personnel, deploying them in proper positions and organizing orientation and other skill training programme appraising them.
4. **Directing:** Directing is very important managerial function to implement the system effectively. It is concerned with inspiring and encouraging staff, creating understanding among them. Supervision, communication, exhibiting leadership and motivating the staff are important ingredients for getting the maximum output and to achieve the organizational objectives from them.
5. **Controlling:** It is measuring and correcting the performance or activities of staff as per expected performance. For this standards are determined, actual performance is measured, comparing the actual performance with standards of performance and the taking the appropriate corrective action. This is also called measurement.

IX. PRINCIPLES OF MANAGEMENT IN NURSING

The principles of management in nursing are the statements of fundamental truth related to nursing field. These principles serve as guidelines for decisions and actions of nurse managers working at any level in different setting. They are derived at through observation & analysis of events which nurse managers have to face in actual practice in clinical.

These principles, which are derived at through observation and analysis of events, faced by Managers in practice in clinical include:

1. **Division of work:** This principle is applicable to nurses working at operational, supervisory as well as managerial level. This principle of management is also called principle of specialization. The specialization will help in creating specific personal and professional development among the nurses.
2. **Authority and responsibility:** Authority is the right of a superior to give orders to her subordinates, while responsibility is the duty of performance. According to this notion, power and responsibility must be equal. They work together and coexist as two sides of the same coin.
3. **Discipline:** The term "discipline" refers to teaching employees to follow the norms and regulations of the company, act properly around others, respect for authority figures, etc. It is crucial to the efficient operation of every firm.

4. **Unity of command:** It specifies that every subordinate must be subject to a single superior and must follow orders and instructions. Employee performance will increase as a result of this. There will likely be overlap in the commands and instructions given to an employee if they have more than one supervisor, which will lead to conflict and misunderstanding. A pleasant connection between the superior and the subordinate will result from unity of command, which also makes it simpler to assign blame for errors.
5. **Unity of direction :** It implies that direction should come from one head only. A work unit or group's actions must all be focused on achieving the same aim, and individuals engaged in related activities must be aware of and dedicated to achieving the same goals. They should have a single strategy, and their efforts and resources should be coordinated.
6. **Subordination of individual interest :** Management must put organisational objectives ahead of personal preferences. Therefore, organisational aims must take precedence over individuals' personal interests. The general interest can be shown by the subordinates through collective bargaining.
7. **Remuneration:** The employee must be just and fair to every one so that each employee gets motivated to work.
8. **Centralization:** It means the extent to which authority is centralized or decentralized. The concentration of decision-making power at the top management is known as centralization. Decentralization is the spread of power among lower levels. A proper balance should exist.
9. **Scalar chain:** From top management to the lowest rank, it is the chain of superiors. According to the principle, all managers at all levels should be connected by a distinct chain of command.
10. **Order:** Social order ensures that there should be place for everything and everyone. Safety and productivity at work are guaranteed by material order.
11. **Equity:** It means fair and impartial treatment. In workplace achieves, employees must be treated with respect, and justice must be implemented. When interacting with employees, managers should be neutral and fair.
12. **Stability of tenure of personnel:** Employees should not have their jobs for a little time or be often transferred. If an employee is let go before getting used to the work they were given, they cannot do any valuable service.
13. **Initiative:** Subordinates should be given an opportunity to take some Initiative in developing and initiating the plans as it can become a source of strength for organizing. The interest that employees have in the operation of the company is likely to increase.
14. **Esprit de Corps:** It means sense of belonging, team spirit, the spirit of loyalty, devotion and cooperation which unites the members of the group. The managers' responsibility is to maintain and enhance workplace morale on an individual and group level. A culture of mutual trust and understanding can be created through teamwork.

X. FUTURE NURSING ISSUES IN HEALTH CARE MANAGEMENT

Globally In order to provide healthcare that is both affordable and of high quality, nurses are required to play a crucial role. The future issues that related to nursing practice, administration and management and research.

1. Future Issue and Nursing Practice

- It includes differentiated nursing practice, implementing differentiated nursing practice, defining competencies, nursing models, nursing Nomenclatures.
- In differentiated nursing practice as the practice of structuring nursing role on the basis of education, experience and competence.
- Implementing differentiated nursing practice is very challenging task, as there is shortage of staff and growing demand for accountability.
- The competencies refers to what an individual is capable of performing and including cognitive skills such as decision making and interpersonal skills as well as the psychomotor or technical skills associated with nursing procedure.
- A nursing practice model is an operational framework for rethinking nursing practice for the delivery of patient care in institutional settings, especially hospitals and long-term care facilities.
- Nursing nomenclature is fairly recent development in nursing profession. It refers to the words by which we name or describe phenomena in nursing. It is primarily the language of nursing that addresses nursing diagnosis, nursing interventions, nursing outcomes.

2. Future Issue and Management

- Future nursing administration and management will be impacted by a number of issues and developments, including the nursing shortage, opportunities for lifelong learning, the significant advancements in nursing science and research, the challenge of managed care, and the impact of health policy and regulation.
- The competencies of leadership, human resource and labour relationship management, cooperation and team building are necessary for nurse administrators to meet these issues. Utilizing tried-and-true motivational strategies is necessary to inspire both employees and clients. In order to enhance care outcomes, control costs, and satisfy customer needs, the services must be linked effectively and efficiently.

XI. RESEARCH IN HEALTH CARE MANAGEMENT

Recent study in management focuses on best practices. For example, McAlearney, Robbins, Garman, and Song (2013) as well as Garman, McAlearney, Harrison, Song, and McHugh (2014) have focused their work on the best practises of managers and leaders in assuring organisational performance (2011). The best practises cited by these academics include leadership alignment and development, frontline staff empowerment, employee engagement, and staff recruitment and development. Another popular research topic has been how leaders educate lower-level managers for leadership roles and how they grow their team. Programs for developing leaders have had their structure and effects reviewed. McAlearney

(2008) conducted a survey of health care organizations and important informants to learn about the availability of leadership development programmes and their role in enhancing quality and efficiency. The survey revealed that these programmes improved the effectiveness of educational development and decreased staff turnover in addition to enhancing workforce quality and skill levels.

In a study of U.S. health systems, it was discovered that around half of the systems had a leadership development programme available, and that actions in this area had a positive impact on employee retention and system focus on employee advancement (McAlearney, 2010). As mentioned earlier in this chapter, some recent studies have explored the characteristics of leadership development programmes in hospitals, discovering links between programmes and size, urban location, and not-for-profit ownership status (Kim and Thompson, 2012; Thompson and Kim, 2013). The involvement of early careerists in leadership development programmes is a new field of management study, and recent data suggests that some leadership development activities are more interesting to staff than others (Thompson and Temple, 2015). There are currently a number of significant management research areas, including ones that examine how managers' specific decision-making is affected by leadership development training, how leadership development participation affects career advancement, and how employee collaboration affects firm innovation and performance (Amabile, Fisher, & Pillemer, 2014).

XII. CONCLUSION

Management is a systemic process of management activity, which is based on financial status, objectives, activities and control or authority over workers. It involved in the interrelationship of individual, group, organization and environment.

All levels of management in the healthcare industry, including supervisory, intermediate, and senior positions. To ensure good organizational performance, managers play a crucial role in organizational culture creation and maintenance, talent acquisition and retention, leadership development and succession planning, innovation and change management, and the development of health care policy.

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