

Impact of sustainable development concept on health management

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Abstract- Strategic activities regarding restructuring of modern health systems could be explained in brief as follows. In order to be involved in mentioned process, the actors must have their own vision of the transition problem, from their specific origin and point of view, ie. corners. These are individuals who are involved on an individual basis and do not represent any institution, nor does it have anything to do with their organizational background (civil sector, business community, science, administration).

There is no need for too many actors, it is enough to have ten to fifteen, but they must be selected based on their capacities, interests, origins. When it comes to their competencies, then they are required to be able to see complex problems at a very high level of abstraction, further the ability to see beyond their own limitations in terms of origin and discipline, then to enjoy a certain reputation within different network, also the ability to design and explain visions of sustainable development within their network, the will to think as a team, and to be open to completely new solutions instead of keeping in mind the already existing specific solutions.

It is not necessary for them to be experts, they can be dedicated to networking or leaders in reflection, but they must be willing to invest energy and time in the innovation process and commit to it. Also, the same number of government representatives, companies, non-governmental organizations, scientific institutes, and intermediaries (consulting organizations, project organizations and facilitators) must be present.

Index Terms- modern society, management arrangements, transition, health policies.

I. INTRODUCTION

Today, society as a whole has become complex, on three levels. First of all, at the social level, then at the level of dealing with one's own problems, and at the level of managing them. Trends such as demographic and economic growth, technological prosperity, and individualization, have led to social networking and to an even greater complication of society itself.¹

¹ Kemp, R. (2006.). "An Example of a 'Managed Transition': The Transformation of the Waste Management Subsystem in the Netherlands 1960–2000." In Sustainability and Innovation, ed. M. Lehmann-Waffenschmidt. Heidelberg, Germany: Physica-Verlag HD.

Such a complex and modern society is the source of many problems, although at the same time it is the basis for finding completely new solutions to the mentioned problems. Namely, there are specific and completely different problems at the social level, which can no longer be solved with simple, short-term solutions. These are problems that are very persistent. They are structured and extremely complex, because they arise from different social areas, and they appear on varying levels, including different actors with views, values and norms, which are not related.

II. CONCEPTS OF MANAGEMENT

There are no ready-made solutions to such problems, and a mere analysis of them will not be helpful. Structural variability regarding future development requires a larger research approach, reflectivity and experimentation. Therefore, policy making (public policies) has become extremely demanding, and in the context of the mentioned uncertain context, and chronic problems, because it is necessary to simultaneously deal with different actors and perspectives, while there are no clear solutions and mechanisms for access to progress and success.

Thus, management arrangements for the skills of implementing the key postulates of sustainable development, concentrate on the perception and sporadic mediation within the flow of networking, and related to the design and implementation of policies related to short-term and medium-term problems. The relationship between the health / health sector and sustainable development is complex and highly intertwined. The elucidation of the direct link between the health / health sector and sustainable development has been going on for many years and has resulted in significant progress in both sectors because ultimately there is no health sector without sustainable development, and vice versa. win-win situation, which is the implementation of national strategies to address health and sustainable development, which lead to improving both the health of the population and improving the environment, while contributing to economic development.²

Given that the health sector must be approached as one of the long-term problems, then it is necessary to do so through the

² Von Schirnding, Y. (2002) Strengthening the Role of Health in Sustainable Development: From Rio to Johannesburg. Development 45, p. 43–46

processes of interaction, learning, and integration at the experimental, social level, and not just experimenting with policies, as usual, because sustainable development, if a certain country opts for such a direction, affects society as a whole, and so today affects the management culture within the health system, conditioning completely new solutions, in accordance with the imperative of finding innovative solutions, in relation to its postulates, and forms of a new management model, which dominates, globally.

III. NEW CONCEPTS OF HEALTH MANAGEMENT SUPPORTED BY THE CONCEPT OF SUSTAINABLE DEVELOPMENT

In a short period of time, globally, new, different concepts and approaches have emerged, with hints for today's society, with the aim of providing an answer on how managers today deal with social networking, interactions, participation, networks, and how to approach processes.³

If we want to approach the solution of long-term problems, such as health as a sector, then it is necessary to approach through learning, interaction, integration, and from the level of experimentation by society itself, and not just policies. This is quite correct, because it refers to changes in the social structure, as a result of which the problem itself is transformed from personal to social. One of such issues is the issue of the environment (sustainable development), which can and must be addressed in a completely new way, through the interactions of government and society, and on several levels, which addresses the complexity of mutually conditioned problems.⁴ The entry of the health sector into the world of politics and planning, and vice versa, should always be present whenever there is potential damage to the health of the population.⁵

The indispensable role of managers is to ensure the highest staff performance, regardless of whether it is a work team or an individual. To identify the highest performance, the setting and achievement of goals for the needs of the unit and the entire organization is evaluated, depending on the work done. the transition management cycle is composed of several segments.⁶ First of all, it is necessary to structure the problem on which the focus is kept, further it is necessary to devise a long-term vision of sustainability and establish the so-called transitional arena. Furthermore, it is necessary to develop future ideas, ie the transition agenda, and on that basis to specify the transition steps. After that, it is possible to establish and conduct transition experiments, for the needs of which the realized transition networks will be activated. Finally, it is necessary to perform monitoring and evaluation, ie to valorize the conclusions of transition experiments, and to adjust visions, agendas, coalitions accordingly.

IV. RELATIONSHIP BETWEEN THE CONCEPT OF SUSTAINABLE DEVELOPMENT AND NEW MODELS OF HEALTH SYSTEMS

Within the context of conventional policies, especially in the pre-development period and the global "rise" of the concept of sustainable development, there are, for example, debates on energy supply in which energy security, climate impact, energy prices, diversity of resources are key issues. at the same time, they were those in which there was a sense of socio-political urgency and the need to reach a consensus on future development.

The point is that the ways in which visions of the future and structural reflections take place on current and future development trends, as well as debates on the form of innovation that could and should contribute to the desired changes, are often more implicit than systematically structured.

Transitional management seeks to integrate long-term management activities, within the domain of policy making, not as regular or formal activities, but as an essential element of policy making for sustainable development. When it comes to tactical activities, we recognize preparatory activities that are stimulated by the interest of regime, dominant structures within the social subsystem. This includes all established patterns and structures, such as rules and regulations, institutions, organizations, networks, infrastructure, and routine.

Activities focus on achieving goals within a specific context, yet they almost never deal with achieving overall social development at the level of the entire system. At best, they cover a period of five to fifteen years, and are considered strategic from the point of view of the interests of individual actors. Companies or organizations are likely to have a strategic vision in relation to its direct context (industrial, institutional, social), while industries of general social interest concentrate on achieving goals within a specific context by reaching the postulates of general social development at the level of the entire system. and through the development of the health system under the influence of new social trends such as sustainable development.

Operational activities, experiments and actions have been identified as short-term, and can be long-term, usually carried out within some innovative processes (projects, programs), in the field of business, industry, politics, civil society, and sustainable development. It is important to emphasize in the context of transition management an inclusive definition of innovation that encompasses all social, technological, institutional, behavioral practices, which point to or operationalize new structures, cultures, routines, and actors.

Activation at this level is most often initiated by the ambitions of individuals, their entrepreneurial skills, but also by promising innovations. In the field of innovation or in the socio-technological literature, innovations are presented as urgent, but even more so as uncertain processes. While in practice they appear

³ Klijn, E-H, Joop F. M. Koppenjan. (2000.). "Politicians and Interactive Decision Making: Institutional Spoilsports or Playmakers." *Public Administration Review*, Vol. 78 (2), p.p. 365–387.

⁴ Rabe, B., G. (2007.). "Beyond Kyoto: Climate Change Policy in Multilevel Governance Systems." *Governance*, Vol. 20 (3), p.p. 423–444.

⁵ Von Schirnding, Y. (2002) *Strengthening the Role of Health in Sustainable Development: From Rio to Johannesburg*. *Development* 45, p. 43–46

⁶ Loorbach, D., (2004.). *Governance and Transitions: A Multi-Level Policy-Framework Based on Complex Systems Thinking*. Berlin: Conference on Human Dimensions of Global Environmental Change.

in niches,⁷ and without any connection to broader policies, agendas, they can, under specific circumstances, develop into mainstream options.

V. FUTURE EXPECTATIONS FROM HEALTH MANAGEMENT

Health systems, today, must be able to respond to the health and social needs of people throughout their lives. Building on primary health care, sustainable health systems are needed that guarantee equal access to basic health functions. These features include:

- a) providing quality care throughout life;
 - b) disease prevention and control and health protection;
 - c) promoting laws that support health systems;
 - d) development of health information systems and ensuring active supervision over them;
 - e) encouraging innovation in science and technology related to health;
 - f) strengthening human resources related to health services; d) ensuring adequate and sustainable financing of the health system.
- The emerging paradigm related to the chronic type of problem is complex systems theory, or "systematic thinking." It refers to the creation of a universal language that can address different complex patterns of interaction between different components, and within complex, adaptable systems.⁸ The mentioned "systematic thinking" became popular during the 1990s in the organizational sciences and managerial practices - among other things in the health sector.⁹ Only recently has this concept been incorporated by political science and public policy, through the concept of transition and transitional management.¹⁰

It offers conceptual analyzes for understanding the social and complexity of management. At the level of society, it is broken down that uncertainties, nonlinear processes of change and innovation, as well as phenomena, are important functions of social change, but at the same time, there are specific patterns, dynamics, mechanisms that lead to changes in social systems.¹¹ Understanding these patterns and mechanisms provides greater insight into the dynamics of a complex, adaptable system, and this provides a basis for improving insight into the feasibility of managing or influencing it and vice versa. Management, or actors in the networking process, are also involved in this broader dynamic of the social system. Namely, social actors such as government, NGOs, businessmen, scientists, and facilitation and

mediation organizations, create formal and informal networks, because their interests partially overlap, and they find it worthwhile to temporarily share certain resources, as well as joint engagement. on the goals that unite them, which separately they could not achieve so successfully. Reflexive activities enable monitoring of transition processes, and imply physical changes of the problematic system, slow changes at the developmental macro level, but also rapid changes from niches, and even the beginnings of changes, and movements of collective and individual actors at the regime level. This enriches the context of transitional management. Monitoring transition management covers several aspects.

VI. THE TRANSITIONAL CONCEPT OF HEALTH SYSTEMS IN TERMS OF ORGANIZATION

Transitional management is a multilevel framework, very vivid, and the challenge is to translate these abstract, managerial principles into a practical management framework, without too much loss of existing complexity, and without too much insistence on a strict recipe. Thus, transitional management emerged as a framework, arising from theoretical thinking, which is sufficiently described in the previous lines, but it also emerged from a combination of practical experiments and observations. Thus, it is based on natural management processes, which can be observed in society,¹² and then structured and defined based on the characteristics of a complex social transition.

When talking about a strategic type of activity, insight development processes can be identified, through discussions of strategic approaches, formulating long-term goals, collective goals and establishing norms, as well as long-term expectations. In essence, these are all activities that deal, above all, with the culture of the subsystem as a whole, and which debate the norms, values, identities, ethics, sustainability, functional and relative values for society. Formed network is a suitable basis for further improvement of strategies, and its expansion, and within it negotiations are conducted and applied, leading to changes in the fabric of social structures, which structures the management matrix itself. Therefore, common and ingrained formal management processes form only one management part.

Transitions of social systems should be viewed as a unique case in complex social dynamics.¹³ Thanks to the transition of complex, flexible systems, it can be said that the system itself gets used very successfully to changed international and external

⁷ Kemp, R., Schot, J., Hoogma, R. (1998.). "Regime Shifts to Sustainability through Processes of Niche Formation: The Approach of Strategic Niche Management." *Technology Analysis and Strategic Management*, Vol. 10, p.p. 175–196.

⁸ Gunderson, Lance H., Holling, B., (2002.). *Panarchy: Understanding Transformations in Systems of Humans and Nature*. Washington, DC: Island Press.

⁹ Midgley, G. (ed.). (2000.). *Systemic Intervention: Philosophy, Methodology and Practice*. New York: Kluwer Academic Publishers.

¹⁰ Rotmans, J., Kemp, R., van Asselt, M., (2001.). "More Evolution Than Revolution: Transition Management in Public Policy." *Foresight*, Vol. 03 (01), p.p. 17.

¹¹ De Haan, H., (2006). "How Emergence Arises." *Ecological Complexity*, Vol. 3 (4), p.p. 293–301.

¹² Parto, Saeed, Derk Loorbach, Ad Lansink, Kemp, R. (2007.). "Transitions and Institutional Change: The Case of the Dutch Waste Subsystem." In *Industrial Innovation and Environmental Regulation*, ed. Saeed Parto and Brent Herbert-Copley. New York: United Nations University Press.

¹³ Grin, J., Rotmans, J., Schot, J. (2009.). *Transitions to Sustainable Development: New Directions in the Study of Long Term. Transformative Change*. New York: Routledge.

circumstances, and thus acquires a higher order of organizational order, acquires a more complex mode. Therefore, transitional management is a multilevel framework, rich in specifics, and the point is to find the right way to translate its abstract and managerial principles into a very practical and managerial framework, without violating its complexity or forcing a strict recipe.

VII. CYCLES OF TRANSITIONAL MANAGEMENT IN HEALTH CARE

Transition management cycle consists of several segments.¹⁴ The first is to structure the problem in focus, and then to develop a long-term vision of sustainability and to establish and organize a transition arena. The second would be to develop future performances, a transitional agenda, and to draw the necessary transitional steps from that. Third, establish and conduct transition experiments and mobilize the resulting transition networks. Fourth, monitor, evaluate and draw lessons from transition experiments, and then adjust the vision, agenda and coalitions based on all this.

The application of transition management really enables the operational execution of transitions. Although each transition management is unique in terms of context, actors, problems, but also solutions, the cycle itself is adaptable, but also precise enough for everything to work in practice. Integral analysis of social systems in the transitional sense weakens the generally accepted idea of dynamics in society at different levels, which is the starting point for management. It is important to emphasize the role of so-called outsiders and informal networks in achieving innovative ideas and incentives, which influence the processes of creating regular policy, and which is recognized in many studies, which, among other things, deal with issues of sustainable development and health.¹⁵ It is necessary to undertake primarily a strategic type of activity, by identifying the process of insight, debating strategic approaches, formulating long-term goals, at the collective level,

and establishing norms, thanks to which it is possible to design long-term expectations. These would be activities concerning the culture of the subsystem as a whole, which discusses values and norms, both functional and relative, then about identities, ethics, and sustainability for society as a whole.

Tactical activities are next, where preparatory activities are recognized under the interest of dominant, regime structures, and within the framework of the social subsystem. This includes all established patterns and structures, such as regulations and rules, institutions, organizations, networks, infrastructures, and routines. On the other hand, operational activities, as well as actions and experiments, are identified as short-term, although they can be long-term, and are usually carried out during innovative processes (programs, projects) within industry, business, politics, civil society, but also areas of sustainable development.

VIII. CONCLUSION

The definition of innovation is inclusive within the context of transitional management and includes institutional, social, technological, behavioral practices, which imply the operationalization of new cultures, structures, actors and routines. After them, there are reflective activities, such as monitoring, accession and evaluation of ongoing processes, but also social changes that are underway. In part, they operate from institutions, while in others they are socially ingrained, so they play an important role in influencing public opinion and assessing the effectiveness of certain public policies, but also political agendas, including sustainable development and the health system within a country.

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¹⁴ Loorbach, D., (2004.). *Governance and Transitions: A Multi-Level Policy-Framework Based on Complex Systems Thinking*. Berlin: Conference on Human Dimensions of Global Environmental Change.

¹⁵ Van der Brugge, R., (2009.). "Transition Dynamics in Social-Ecological Systems: The Case of Dutch Water Management." Ph.D. Thesis, Erasmus University Rotterdam.