

# Concept of Health Management

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DOI: 10.29322/IJSRP.11.02.2021.p11022  
<http://dx.doi.org/10.29322/IJSRP.11.02.2021.p11022>

**Abstract-** Health care system is one of the most important, and probably the most complex systems of a society, which is why the role of management is extremely responsible and demanding. Manager in health care has the task to, through constant improvement of the quality of the work process, create conditions for increasing the satisfaction of both patients and employees, which will enable good results of work and business of the health institution. Health management is a way to strengthen the business of health care institutions, but also an important factor in encouraging and applying technology, knowledge and skills.

Task of health management is to understand the requirements and needs, but also to analyze the latest trends (theoretical and practical) in this area, as well as finding ways to effectively apply achievements in the field of management in the core business of health institutions, regardless of diagnostics, surgery, pediatrics, general medicine, dentistry or any other branch of medicine.

**Index Terms-** managers, health management,

## I. INTRODUCTION

Development of productive forces and relations conditioned the change of man's position in nature, the change of his position in society, which was conditioned by the development of new productive forces and relations, ie the emergence of the first class socio-economic formation. Management, as a science, but also as a practice, experienced its greatest expansion during the emergence of capitalism, that is, in the era of mercantilists. This age paved the way for the emergence of scientific learning about management. As the emergence of private capital and the development of entrepreneurship, which implied risk in business, there was an increasing need for an efficient way of management. The emergence of the school of so-called 'social systems' occurs as a consequence of the emergence of monopolies closely connected with the state, conditioning and creating its policy at the international and economic level. The theoretical foundations, represented by T. Parsons and R. Herton and others, state that "the central value system, which is the foundation of every society, is the integration of the personality system, the cultural system and the social system."<sup>1</sup>

## II. MANAGEMENT ACTIVITIES

With the expansion of information technology, a new "era" in the development of management has been established. The tendencies are that the management activities will be based on the use of information technology, which means that the influence of the management staff will increase and expand to as many people as possible and will take place in an environment that has never existed. "The new technique in the field of management has a decisive effect on the end of the world in which we live - at the same time on the change of our personality to realize the changes that are happening and that we are creating ourselves. There is a growing idea that automation of management is not only the introduction of automatic equipment, control systems and information machines, but it is above all a complex system that includes specialists, technology and information."<sup>2</sup>

In management theory, there is no single definition of management. The term "manage" itself comes from an Italian word meaning horse training. Close to our language and culture, a manager is a person who has the task of directing, deciding, studying, educating, supervising, evaluating, supervising, managing, etc. Management activities are those that direct, guide and decide on the use of available resources in the interest of achieving defined goals. At the same time, the manager should ensure that those who are managed are in full compliance with the manager. At its core, therefore, management encompasses two activities: decision-making and implementation. In French, the word mesnagement means housekeeping. In the United States, the word management does not only refer to a process but also to the people who perform it.

Management is a special scientific discipline with a multidisciplinary approach to study, which on the one hand deals with researching the problems of managing certain jobs, while on the other hand, in the broadest sense, as a special scientific discipline that explores management problems in various social and business systems. Management is also a skill that develops new knowledge, new approaches, new methods and techniques, which together define it as a modern scientific discipline that is increasingly used and is being used. Also, management is recognized as a science that deals with the research of new knowledge by applying the scientific method of collecting, classifying and analyzing data, where set hypotheses are set and tested, results and conclusions are determined and possibilities of practical application are checked. Management is most often translated as management, although management is an American

<sup>1</sup> Parsons, T., The Social System, Glencoe III, Free Press, 1951, str. 81.

<sup>2</sup> Davidson, M., The transformation of management, MacMillan Press Ltd., London, 1995, str. 172.

term for leadership. In most of the world's textbooks, management is defined as the process of planning, organizing, leading, ie leadership and control (4 basic activities of the management process) of the efforts of everyone in the organization to use all organizational resources and achieve goals. In the management process, all managers connect their behaviors and activities in order to achieve certain goals and achieve the desired results. The importance of management for an individual or organization is reflected in the following:

1. Management helps to achieve the goals of the group,
2. Management increases efficiency,
3. Management creates a dynamic organization,
4. Management helps to achieve personal goals and
5. Management helps in the development of society.

### III. HEALTH MANAGEMENT

As the central role of the health care system today is based on science and the skill of preventing disease, prolonging life and promoting health through organized efforts of society, it is clear that a strategic approach to managing the health care system is necessary to achieve these goals. This approach to health system management is based on the mobilization of social resources, including specific resources of the health care system, with the aim of improving the health of the population.

Management research, which is comprehensive, processing the largest sample, rarely provides evidence of the same degree of certainty that can be found in clinical research, since the implementation of managerial solutions and changes is often very specific and influenced by external values and authorities. "Also, existing management research is not always of high enough quality to provide better evidence than can be obtained from current experts or teams trained in" consulting "in management. However, the pressure imposed by modern information technology and, through it, the increasingly educated public, puts managers of health care institutions in the position of having to use evidence from literature and research, despite the difficulties in developing evidence-based management. It is believed that this pressure will increase in particular when it comes to evidence of the effectiveness of health facilities and evidence that the results of the changes are worth the cost. "<sup>3</sup>

Ability to provide and create conditions for strengthening the quality of work in health care is also the responsibility of health management, which has recently captured the attention of experts in both clinical and public health disciplines. Also, in practice, the development of good practice guides for leading health disorders and the implementation of preventive practices is increasingly present.

In order for employees in health care institutions to achieve the stated goals, it is necessary to use appropriate strategies based on managerial responsibility and managerial activities. "One of the relatively new ideas is that evidence-based health care will be better developed if effective managers, with exclusively

managerial responsibilities, and doctors, as the leading professional group, are responsible for management goals. This is explained by the facts:

- involvement of health workers in management enables cost control;
- there is a belief that modern evidence-based management strategies in the industrial sector can be applied with modifications in the health sector, especially in hospitals;
- those who finance health care require clear evidence of the return on investment;
- process of change is better performed if there are professional managers in the health organization, because doctors do not waste time on activities that are not related to their profession;
- there are benefits from management that can look at the service from the patient's point of view, and not only from a professional point of view. "<sup>4</sup>

Although it is not easy to define a health manager, one of the most comprehensive definitions of a health manager would be that it is the person (health professional) who performs managerial functions and tasks and who is responsible for creating resources, their economical use, to realize their free time and invested effort. The way in which the work of a particular health institution, program, team, etc. takes place, largely depends on the health manager. Therefore, one of the main prerequisites is that the health manager goes through appropriate education, so that based on the acquired knowledge and appropriate skills, with a well-managed professional experience, he can be a successful and effective health manager. Health manager roles can be classified into several categories:

1. "Interpersonal roles (interpersonal):
  - frontal figure
  - manifests itself in ceremonial, solemn functions;
  - leader - encouraging employees, selection, training, promotion, appointment;
  - midfielder - constant communication with other members of the management network.
2. Information roles:
  - monitor
  - search, receive and select information;
  - diffuser
  - dispersion, information transfer;
  - announcer
  - transmission of information to the public.
3. Decision-making roles (business decision-making):
  - organizer
  - organization of new jobs;
  - leader in crisis situations
  - engagement as needed in times of crisis;
  - resource allocator
  - planning and deployment of personnel and equipment;
  - negotiator
  - reconciling different opinions, resolving conflicts. "

<sup>3</sup> WHO, Health21, The health for all policy framework for the WHO European Region: European Health for All, Series No.6, Copenhagen, World Health Organization, regional Office for Europe, 1999

<sup>4</sup> Dr Miloje Stojiljović, Dr Drago Cvijanović, Dr Boško Vojnović, Management of satisfaction and motivation in health care institutions, Institute of Agricultural Economics, Belgrade, 2012, page 56

The basic division of managers of health care institutions can be made in relation to the level of responsibility in management that an individual has. This division provides three basic levels or lines of health managers, as follows:

**1. "First line managers, or first level managers (operational management).**

These managers do not control other managers and are responsible for making short-term decisions. They are responsible only for the work of their associates and at the lowest level of the health institution where individuals can be responsible for the work of others.

Becoming a manager, ie a first-level manager, is a challenge, because with the new concept, a manager of this level spends less working time with patients, and uses it more to enable others to work, thus extending his responsibility for a longer period (quarter). Therefore, a manager at this level must possess skills that will enable him to more easily set priorities and develop new relationships and behaviors, but also to recognize his strengths and opportunities that will lead to success.

This means that he must:

- change the attitude towards the way they use their energy and free time;
- recognize the values and success of others;
- listen to the needs of employees and give them feedback on their work and results achieved;
- build a strategy that would extend the process of communication from the patient / user to the external environment (community, government and private sector);

**2. Middle or tactical management, or middle level management.**

It can cover multiple levels within a healthcare facility, and is responsible for making medium-term decisions. Managers at that level manage and are responsible for the work of lower-level managers, and sometimes for the activities of work staff. This includes heads of departments and services. These are managers who manage other people and they are most often health professionals (clinicians) who have well-developed skills of clinicians, but who, by the health institution, have been given new authority (department / clinic management). With the new concept, the manager of this level brings new tasks, so he spends less working time with the patient / user, and uses more and more time to develop new knowledge and skills in managing human resources, consumables and medicines, funds, etc.

Responsibility of the manager of this level increases for a longer period of time and during that time he and his team members must plan and anticipate activities, ie be a visionary who will recognize the strategic context in which the activity develops, recognize activity trends and find connections and development opportunities. In addition, it must expand cooperation to cooperation with other health care institutions (public and private), then local "powerful", politicians and organizations, and even with ministries and other organizations not related to health;

**3. General managers, or top-level managers (strategic management).**

They represent a relatively small group that is in charge and responsible for the overall functioning of the health institution and for making long-term, strategic decisions. They set the policy and manage the institution, and typically include the director, deputy director and / or assistant directors.

Manager of this level, as the director of the health institution, has the tasks to plan, make decisions, coordinate, control the activities of employees so that the work with the patient / user is performed efficiently and effectively. He makes his decisions on reliable and accurate information, and he must also be able to assess how reliable and accurate this information is. At this level, managers use special skills such as strategic thinking and strategic planning. Strategic thinking is an imperative of managers at this level, because through it he realizes his functional and professional abilities to achieve results, which directly promotes the reputation of the organization, financial efficiency and sustainability. However, the manager of this level has the greatest responsibility to create an environment that will lead to improved quality and safety of health services. To create such an environment in which quality is managed, top managers are required to lead, which is an attribute and a skill. "<sup>5</sup>

Therefore, health managers must, based on their knowledge, professional experience and appropriate skills, perform the following functions:

- Create and implement a work plan for your institution, department, team, etc.,
- To organize and implement the work of the institution and appropriate programs,
- To establish control mechanisms related to the implementation of activities,
- Establish adequate working relationships, to communicate and resolve conflicts,
- To have a high degree of personal motivation and the ability to lead their people,
- To establish mutual relations with other organizations, provide support for the participation of the community and people,
- To establish appropriate authority and to set an example through their own responsibility, and
- To make appropriate real and timely decisions, based on previous analyzes, in order to achieve the set goals of the institution, program, project, team, in the most efficient and effective way.

IV. CONCLUSION:

Health care is provided through health services consisting of health institutions and other forms of health services, which are established for the purpose of implementing and providing health care, as well as health workers, ie health associates, who perform health activities. The main goals of every health system are: better preservation and improvement of human health; taking responsibility for people's expectations for health care and fair

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<sup>5</sup> Maksimovic, Z., Rakic, S., Mijatovic, S., Jelusic, R., Radovanovic, C. (2014): Health Management, Academic Thought, Belgrade

contribution - people's contribution. The health care system encompasses a health infrastructure that provides a range of programs and services and provides health care to individuals, families, and communities.

As today the central role of the health care system, based on science and skills of disease prevention, prolongation of life and health promotion through organized efforts of society, it is clear that a strategic approach to health care system management is necessary to achieve these goals. This approach to health system management is based on the mobilization of social resources, including specific resources of the health care system, with the aim of improving the health of the population. In order for all the above-mentioned officials to be harmonized, it is necessary for the heads of health constitutions to have challenged managerial skills. In order to enable the achievement of goals and possible aspirations in any business venture at the micro level, or strategic turn at the macro level within the health system, it is necessary to apply the basic functions of management, namely: planning, organizing, controlling, leadership and coordination.

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