

Healthcare Management

Dr. Sireen Alkhalidi, DrPH
Community Medicine
Faculty of Medicine, The University of Jordan
First Semester 2015 / 2016

Organizing

- Once Managers are done planning, then what?
- This is when managers need to begin to “work the plan”, and define what work needs to get done, and create structure that enables those work activities to be completed effectively and efficiently.
- The first step in doing that involves designing an appropriate organizational structure.

Organizing

- **Organizational Structure**

The formal arrangement of jobs within an organization.
It can be shown visually in an **organizational chart**.

- **Organizational Design**

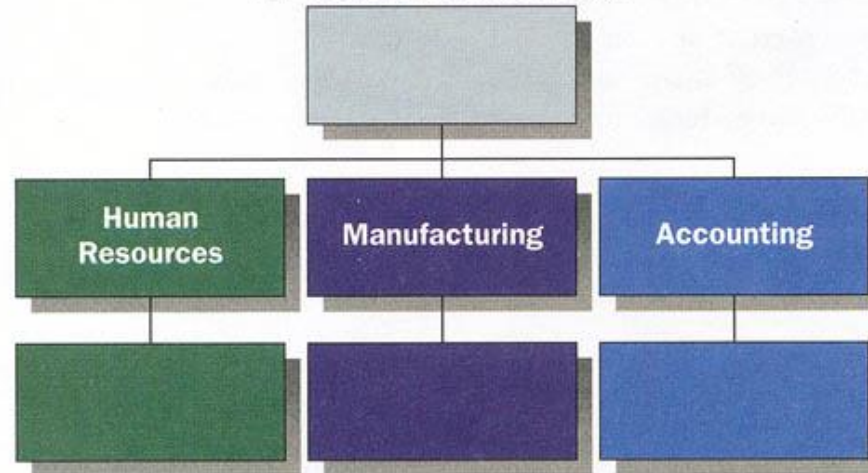
When managers create structure, they are engaged in **Organizational Design**: A process involving decisions about six key elements:

- | | |
|-----------------------|---------------------------------------|
| ✓ Work specialization | ✓ Span of control |
| ✓ Departmentalization | ✓ Centralization and decentralization |
| ✓ Chain of command | ✓ Formalization |

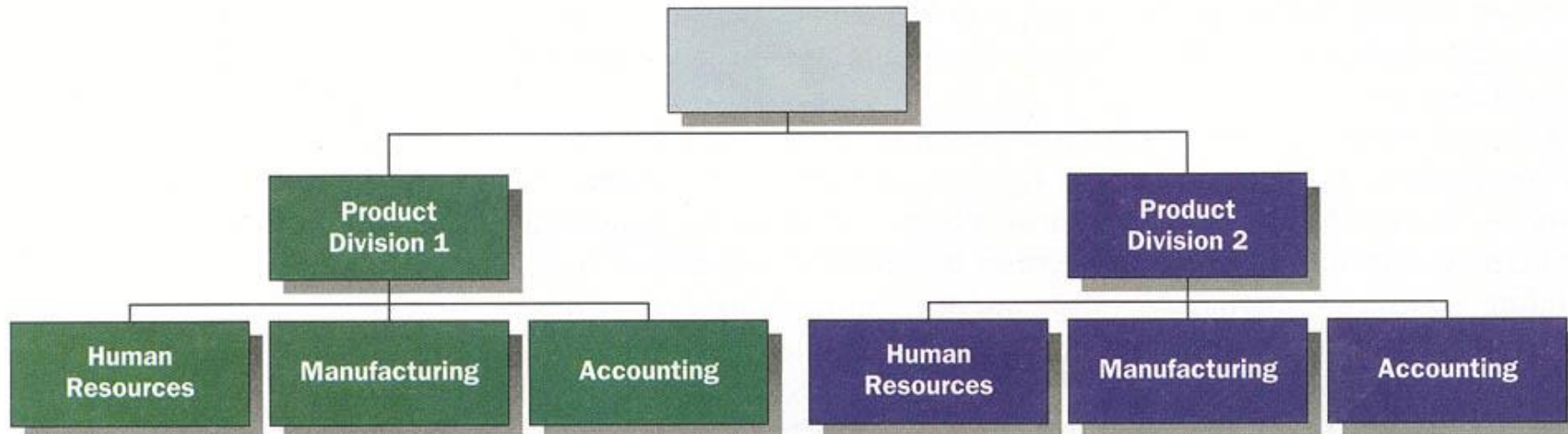
Common Forms of Departmentalization

- **Functional structure**
- **Divisional structure**
- **Matrix structure**
- **Team-based structure**
- **Network**

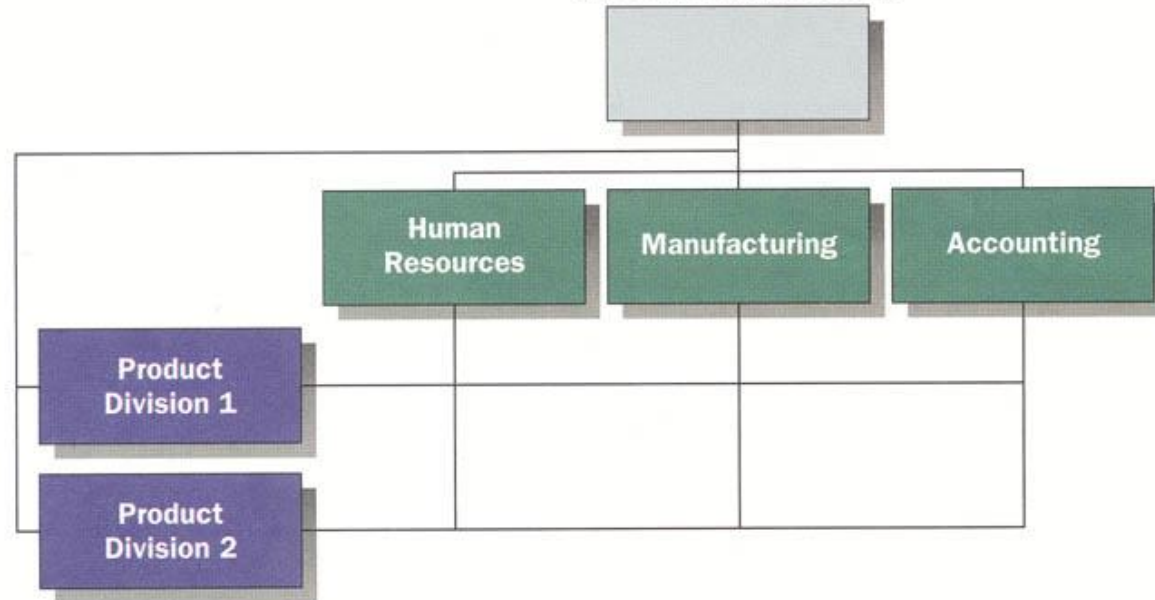
1. Vertical Functional



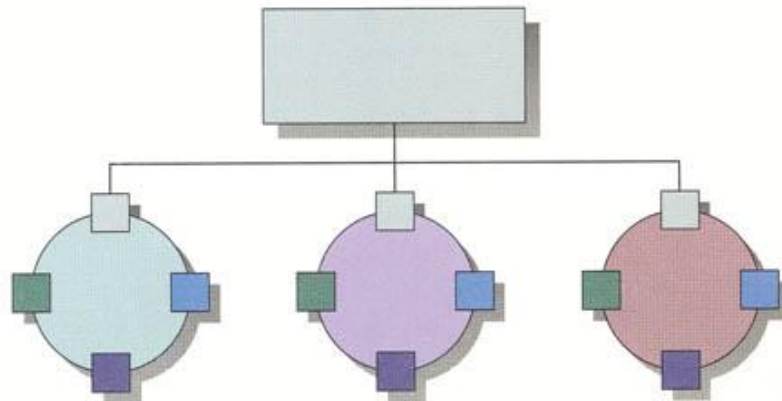
2. Divisional



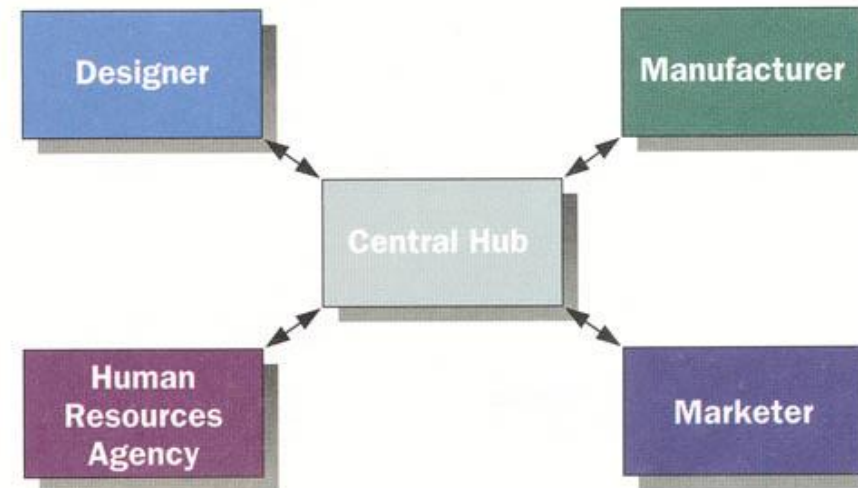
3. Horizontal Matrix



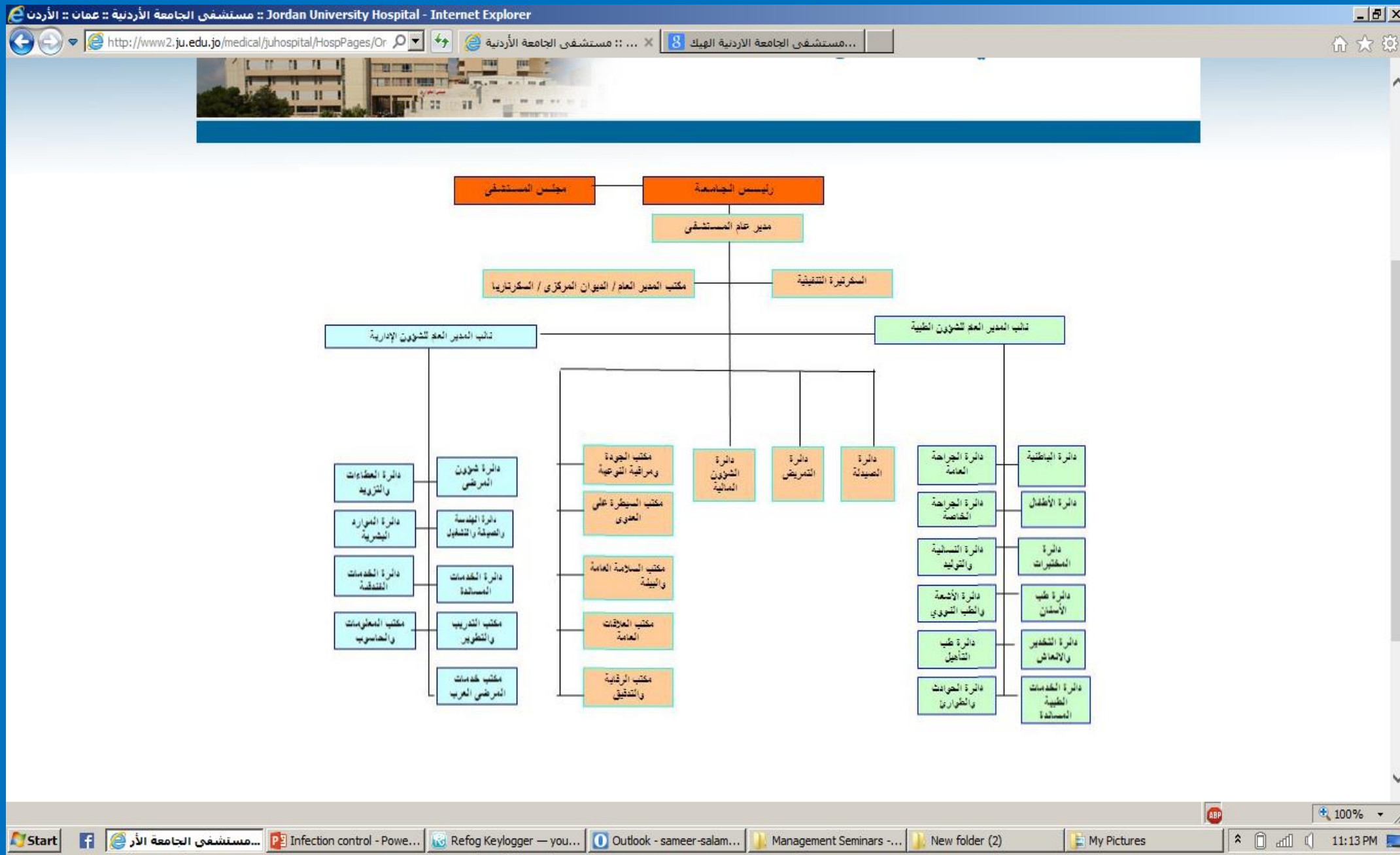
4. Team-Based



5. Network



Organizational Structure of JU Hospital



Managing Human Resources

A necessary part of the organizing function of management:
Selecting, training, and evaluating the work force.

- **Human Resource Planning**

The process by which managers ensure that they have the right **number** and **kinds** of people in the right **places**, and at the right **times**, who are capable of effectively and efficiently performing their tasks.

- Steps in HR planning:

- ✓ Assessing current human resources
 - ✓ Assessing future needs for human resources
 - ✓ Developing a program to meet those future needs

Leadership

- The ability to influence people toward the attainment of organizational goals.
- Leadership is reciprocal, occurring among people (both ways).
- Leadership is a “people” activity, distinct from administrative paper shuffling or problem-solving activities.

Leader versus Manager Qualities

SOUL

Visionary

Passionate

Creative

Flexible

Inspiring

Innovative

Courageous

Imaginative

Experimental

Initiates change

Personal power

MIND

Rational

Consulting

Persistent

Problem solving

Tough-minded

Analytical

Structured

Deliberate

Authoritative

Stabilizing

Position power

Basics of Leadership

A leader does the following:

1. Give people a reason to come to work.
2. Help them to develop a passion for their work
3. Instill in them a sense of commitment to their colleagues
4. Develop their sense of responsibility to customers
5. Be loyal to the organization's people

Organizational Behavior (OB)

Employees and managers bring their individual differences to work each day. They do not leave their life behind.

Differences in attitudes, values, personality, and behavior influence

- **how people interpret an assignment,**
- **whether they like to be told what to do**
- **how they handle challenges**
- **how they interact with others**

Important Employee Behaviors

1) Employee Productivity

A performance measure of both efficiency and effectiveness

2) Absenteeism

The failure to report to work when expected

3) Turnover

The voluntary and involuntary permanent withdrawal from an organization



Important Employee Behaviors

4. Organizational Citizenship Behavior (OCB)

Work behavior that goes beyond job requirements and contributes as needed to the organization's success

- ✓ Being helpful to coworkers and customers
- ✓ Doing extra work when necessary
- ✓ Looking for ways to improve products & procedures

5. Job Satisfaction

The individual's general attitude toward his or her job

Psychological Factors Affecting Employee Behavior



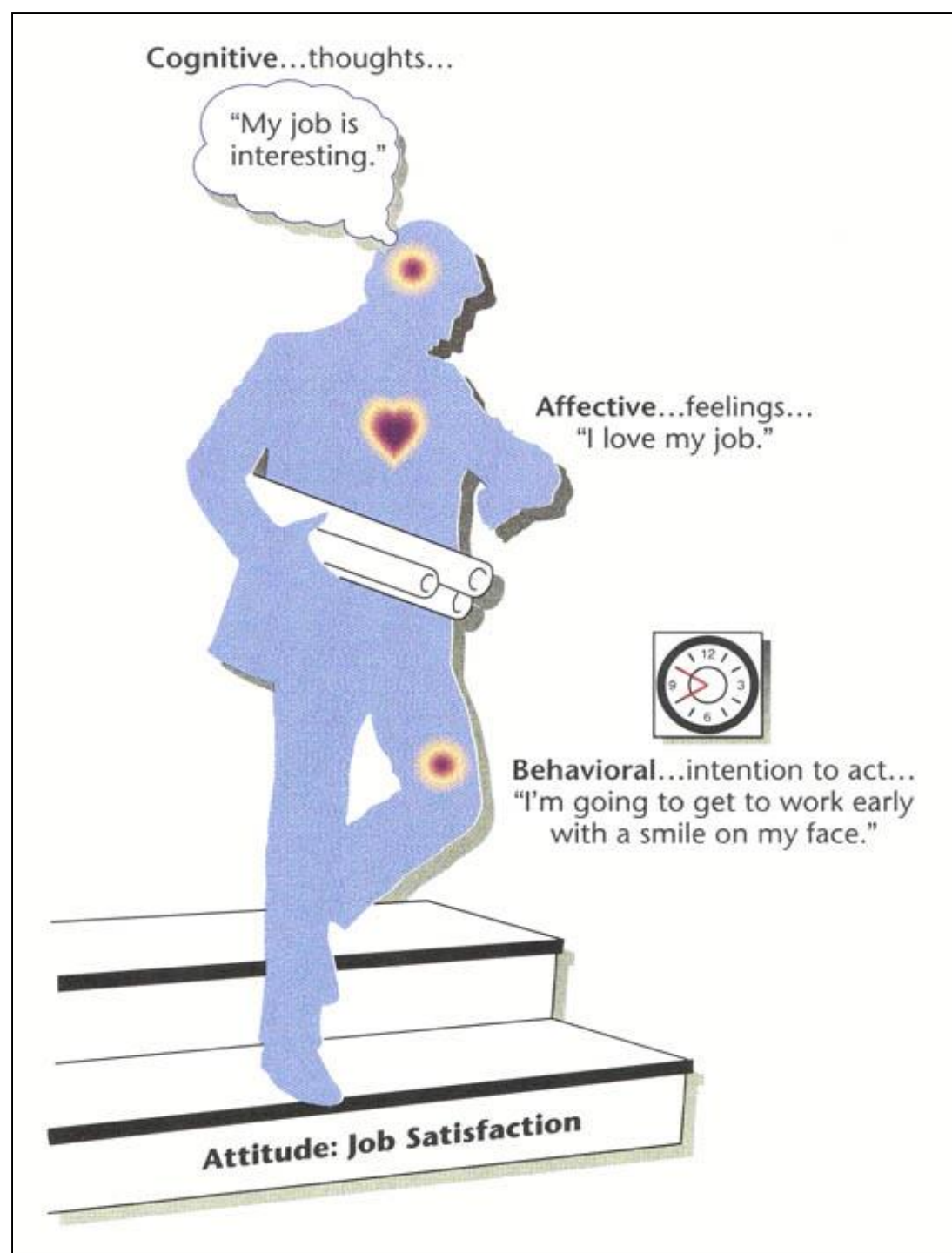
Attitude

Cognitive and affective evaluation that predisposes a person to act in a certain way

Attitudes determine how people:

- **Perceive the work environment**
- **Interact with others**
- **Behave on the job**

Attitude



Perception

- **Perception**

A process by which individuals give meaning (reality) to their environment by organizing and interpreting their sensory impressions.

- **Factors influencing perception:**

- The perceiver's personal characteristics—interests, biases and expectations
- The target's characteristics—distinctiveness, contrast, and similarity
- The situation (context) factors—place, time, location—draw attention or distract from the target

Motivation

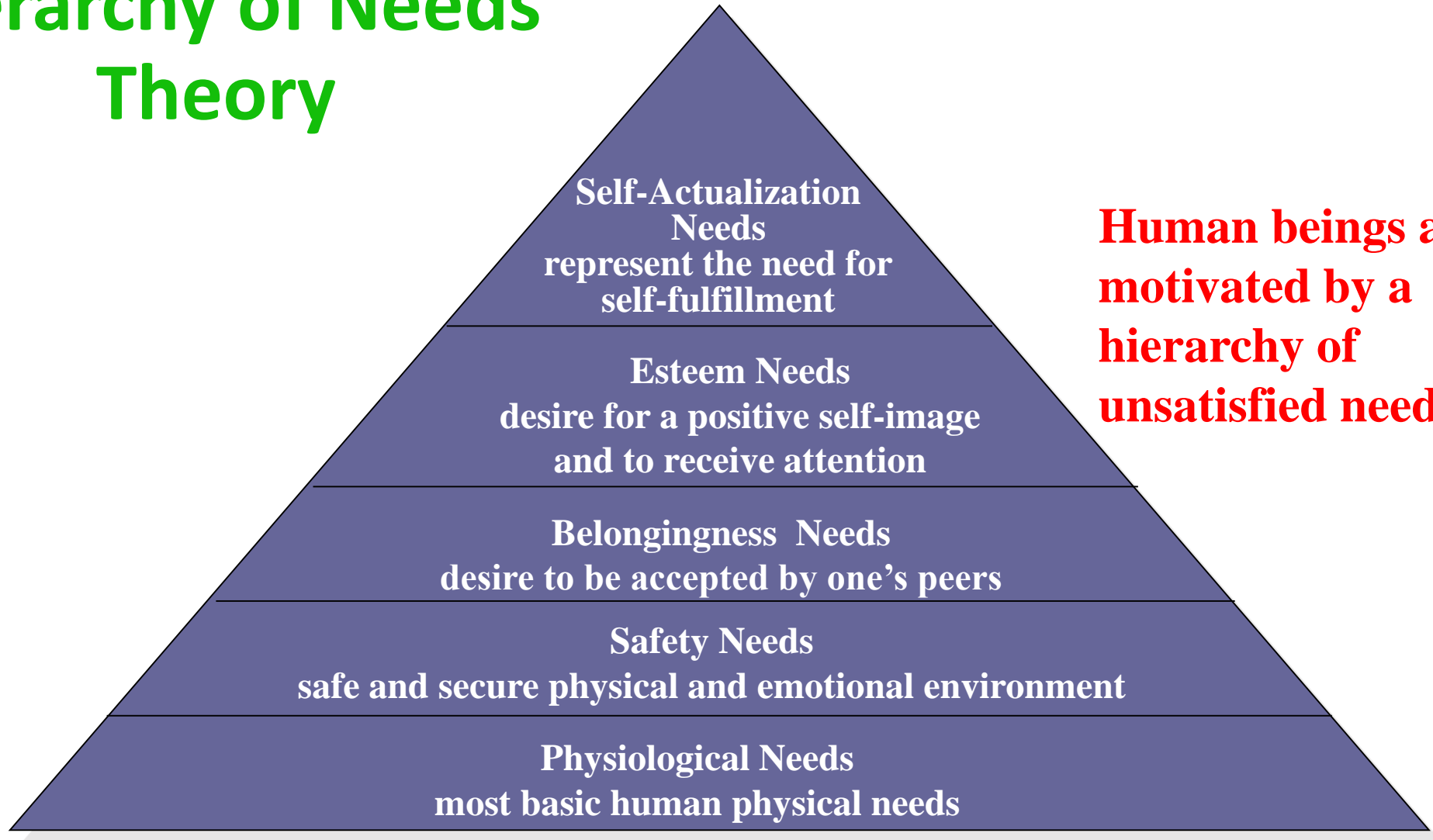
One secret for success in organizations is motivated and enthusiastic employees

What is Motivation?

- Need.....Behavior.....Rewards
- Need: creates desire to fulfill these needs
- Behavior: results in actions to fulfill these needs
- Rewards: satisfy those needs (intrinsic or extrinsic needs)

An unsatisfied need creates tension which results in an individual's efforts to satisfy the need.

Abraham Maslow's Hierarchy of Needs Theory



Human beings are motivated by a hierarchy of unsatisfied needs.

From Theory to Practice: Guidelines for Motivating Employees

- **Recognize individual differences**
- **Match people to jobs**
- **Use goals**
- **Ensure that goals are perceived as attainable**
- **Individualize rewards**
- **Link rewards to performance**
- **Check the system for equity**
- **Use recognition**
- **Don't ignore money**

Controlling

The process of monitoring activities to ensure that they are being accomplished as planned, and correcting any significant deviations.

The Process of Control

1. Measuring actual performance.
2. Comparing actual performance against a standard.
3. Taking action to correct deviations or inadequate standards.

Measuring: How and What We Measure

Sources of Information

- **Personal observation**
- **Statistical reports**
- **Oral reports**
- **Written reports**

Control Criteria

- **Employees**
 - **Satisfaction**
 - **Turnover**
 - **Absenteeism**
- **Budgets**
 - **Costs**
 - **Output**
 - **Sales**

Tools for Controlling Organizational Performance

- **Feedforward Control**
 - A control that prevents anticipated problems before actual occurrences of the problem.
- **Concurrent Control**
 - A control that takes place while the monitored activity is in progress (Direct supervision: management by walking around.)
- **Feedback Control**
 - A control that takes place after an activity is done.
 - Corrective action is after-the-fact, when the problem has already occurred

Organizational Control

