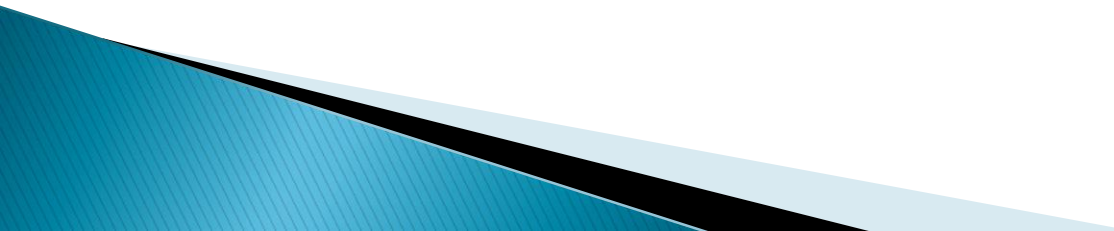


Health Management

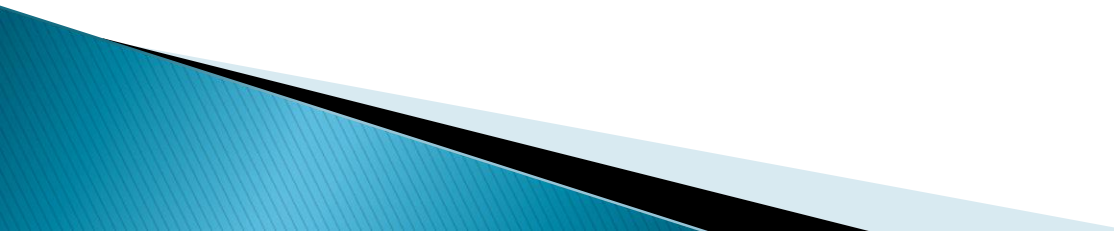
Definitions, Principles and Functions

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Management: Definitions

- ▶ Management is: getting things done through people
 - ▶ Management is getting people to work harmoniously together and to make effective use of resources to achieve objectives.
 - ▶ Management is to make decision.
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Principles Of Management

- ▶ Management by objectives
 - ▶ Learning from experience
 - ▶ Division of labour
 - ▶ Convergence of work
 - ▶ Substitutions of work
 - ▶ Functions determine structure
 - ▶ Delegation
 - ▶ Management by exception
 - ▶ Shortest decision plan
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Principle 1: Management by objectives

1. Deciding and saying what is to be accomplished is setting an objective (a goal, a purpose, an end, a target).

There are many kinds of objective.

2. Objectives should state:

- ▶ what is to be done
- ▶ how much is to be done
- ▶ where it is to be done
- ▶ when it is to be completed
- ▶ the standard by which it will be possible to tell whether, or the extent to which, it has been achieved

3. A clear statement of objectives is essential for effectiveness.

- ▶ ***Effectiveness*** is the degree to which an objective is being, or has been, achieved.

Principle 2:

Learning from experience

When there is a gap between objectives and results (or achievement), management analyses why only the observed results were achieved, and why they fell short of the set objectives.

Causes can be easily remedied, and action is taken accordingly.

Others cannot be removed in the short term and are then called constraints.

Management learns from this process and uses what it has learned in its further decisions for achieving its objectives.

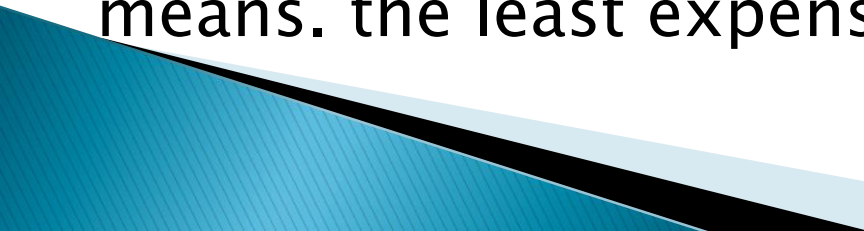
This process is sometimes called 'feedback' (of information from experience to decision for act)

Efficiency is about reaching ends by only the necessary means or by the least wasteful use of means. It is a measure of the relation between the results obtained and the effort expended (by the health team, for example).

This concept has many implications. For the use of resources, here the focus is on people, or human resources, and on the way they work.

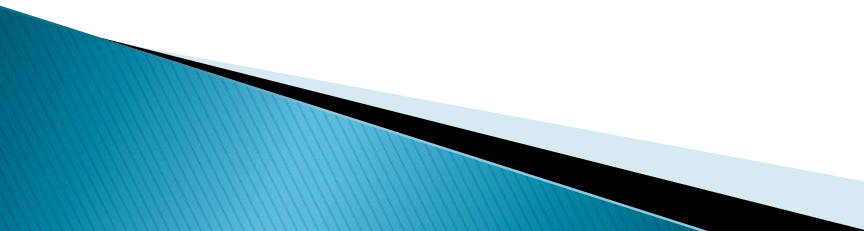
Principle 3:

Division of labour

- ▶ When work is divided, or distributed, among members of a group, and the work is directed and coordinated, the group becomes a team.
 - ▶ In a team, and generally when there is specialization and division of labour, with each category of staff exercising its own skills towards achieving the objectives, management consists in assigning a balanced proportion of each kind of staff to the work to be done.
 - ▶ Efficiency implies that all necessary means (but no more than necessary) are used to achieve objectives and that, if there is a choice of equally effective means, the least expensive is chosen.
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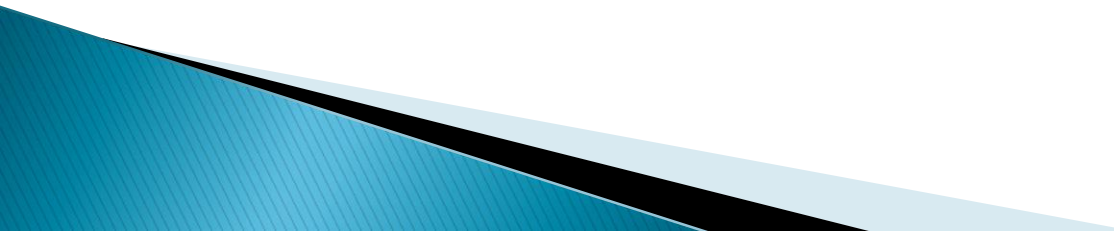
Principle 4:

Convergence of work

- ▶ Convergence of work means that the activities of the various people who do the work come together in the achievement of objectives.
 - ▶ The activities should be designed, assigned and directed in such a way that they support each other in moving towards a common goal.
 - ▶ It also implies that working relations the ways in which the members of a team interact with one another should contribute to the success of each activity, and thus to general effectiveness.
 - ▶ In general, health activities are studied, described and performed under three main headings, namely:
 1. service activities.
 2. development activities.
 3. support activities.
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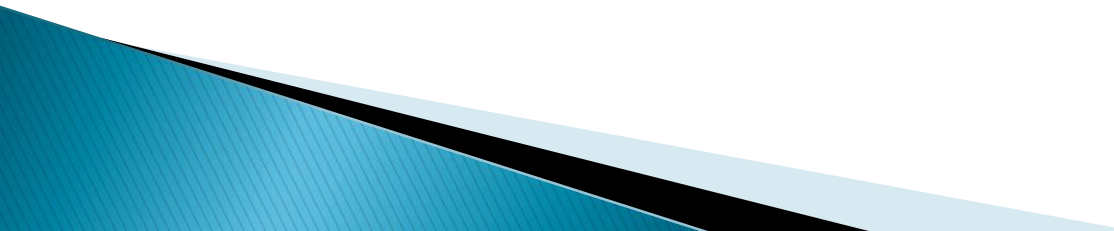
Principle 5:

Substitution of resources

- ▶ The concept of economy or careful use of resources is applied by almost everyone in daily life, with more or less success.
 - ▶ The related principle, **substitution of resources**, is also widely applied, often, when the resources normally used to provide services become scarce or too expensive, different resources or a different balance of resources may be used to produce the intended results
 - ▶ One particular type of substitution of resources is **labour substitution** (e.g. using trained auxiliary personnel or volunteers for tasks formerly undertaken by professionals).
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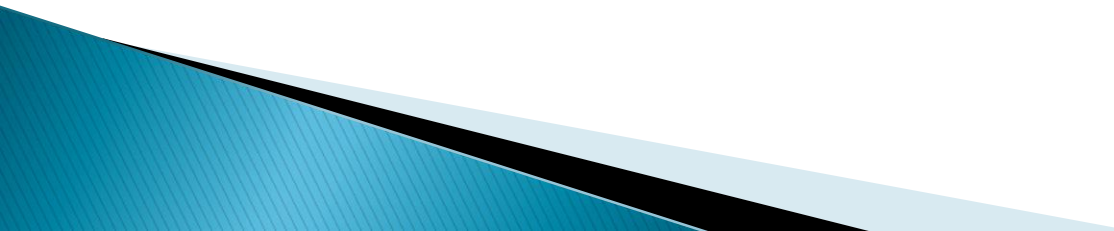
Principle 6:

Functions determine structure

- ▶ When work is clearly defined, i.e. the function and duties of individual members of the team are clearly defined and known to all, the working relations (the structure) follow.
 - ▶ Working relations are a major concern of managers
 - ▶ The working relations between people are usually described as functional and structural. Functional relations derive directly from the technical nature of the work,
 - ▶ The two key concepts that underlie functional and structural relations within a health team are **responsibility** and **authority** .
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Principle 6:

Functions determine structure

- ▶ **The authority** of a member of the health team, then, may be defined simply as *the decisions which that member may make*.
 - ▶ A common failing of management is that no one is clearly responsible for some urgently needed decision, or that someone is responsible but has not been given the necessary authority to act.
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Principle 7:

Delegation

- ▶ Delegation takes place when someone with authority 'lends' the authority to another person, conditionally or not, so as to enable that person to take responsibility when the need arises.

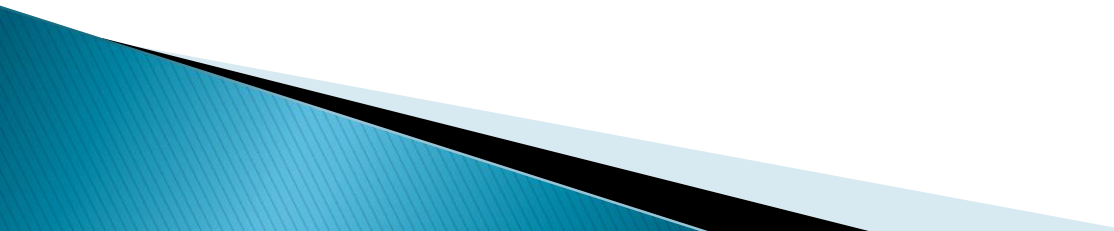
Principle 8:

Management by exception

- ▶ Management by exception means two things:
First: be selective. Do not become overloaded with routine and unnecessary information. Keep your mind available for critical information, on which you will be required to act.
Second: make big decisions first. To be overloaded with petty decisions may result in more important ones being neglected, or what has been called "postponing decisions until they become unnecessary".
 - ▶ In short, management by exception means **selectivity in information** and **priority in decision**.
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Principle 9:

Shortest decision-path

- ▶ the principle of the shortest decision-path, deals with the issue: who should make which decision? (and often when and where, as well). Answering this type of question will help in clarifying the question of delegation of authority.
 - ▶ Applying this principle means that decisions are made as close as possible in time and place to the object of the decision and to those affected by it.
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Functions of Management

- ▶ A function may be defined as: a group of activities with a common purpose.
- ▶ Management consists of many functions thus defined.
- ▶ A health team has three main management functions:
planning,
implementation
and evaluation.

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Thank you