

Planning and Managing Health Systems

ABSTRACT

Health systems are complex organizations. They are often the largest single employer in a country, with expenditures of public and private money of 4-17% of gross domestic product. Overall and individual facility management requires mission statements, objectives, targets, budgets, activities planning, human interaction, services delivery, and quality assurance. Health organization involves a vast complex of stakeholders and participants, suppliers and purchasers, regulators and direct providers, and individual patients, and their decision making. These include pyramidal and network organizations and ethical decision making based on public interest, resource allocations, priority selection, and assurance of certain codes of law and ethical conduct. This chapter discusses how complex organizations work, with potential for application in health, and the motivations of workers and of the population being served. Organization theory helps in devising methods to integrate relevant factors to become more effective in defining and achieving goals and missions.

SUPPORT MATERIAL

Student Competencies: Transferable Knowledge and Skills

The following are points of emphasis highlighting key principles that public health graduates are expected to understand and apply into practice. The key points arise from this chapter and other studies in specialized courses, seminars, readings during public health education, and continuing education. The selected skills and knowledge are divided into two parts. The first consists of core questions pertaining to immediate student requirements, while the second refers to competencies essential for successful public health practitioners. These include competencies recommended by the American Public Health Association in 2007, as well as those of the European Association of Schools of Public Health and the Public Health Agency of Canada's 2008 Report on Core Competencies. For more detailed competencies please consult the Association of Schools of Public Health website at: <http://www.asph.org/document.cfm?page=851>

Part I: Core Questions

1. Define management theory in relation to health systems management in the following:
 - (a) Hawthorne effect
 - (b) Hierarchy of needs

- (c) Theory X–Theory Y
- (d) Management by objective
- (e) Total quality management
- (f) Empowerment.

2. Why is management training important in the New Public Health?
3. Discuss pyramidal and network organizations in the health field. Give examples.
4. How do organizational structure and function affect each other in a health care organization?
5. What is an appropriate role for the hospital in a comprehensive health program for a community, district, or enrolled population?
6. How may hospital services be integrated with home care and care of the chronically ill in the community?

Part II: Knowledge and Skills

1. Aware of different organizational structures and their effect on the functionality of an institution.
2. Recognize the elements of human behavior such as knowledge and attitudes when training, recruiting, and managing public health professionals.

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Electronic Resources

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Recommended Reading

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