

THE MANAGEMENT OF HOSPITAL UNITS - OBJECTIVES, COMPETENCES AND STRATEGIES

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Abstract: The study analyses the role of managerial leadership in hospitals, how to manage available resources, managers' core competencies, innovation orientation, and leadership differences. All health managers must be decisive, able to quickly resolve problems under pressure, and must have the superlative decision skills that are indispensable to hospital management. The article exemplifies several important qualities of hospital administrators, culture philosophy and management, taking into account the principles of team operation and management as well as international cooperation.

Key words: skills, management, management, health

JEL Classification: M12, M54

Introduction

The management of the hospitals has the role of managing the healthcare, as the doctors can choose to practice in general medicine, so the managers in the health field can be specialists in a wider field and develop professionally. The decision to specialize should be taken carefully, because the differences between healthcare and hospital management are significant and easy to highlight in the personal characteristics, most appropriate for each career.

Healthcare managers oversee the business and operational aspects of a medical institution, maintaining the financial integrity of the organization and supporting the industry's economic infrastructure. They understand the structural elements and administrative standards of the health system, they exemplify being more business people than practitioners.

The main competences of the management in the medical field are:

- ✓ the managers have the role of designing and analysing the strategies that will be taken in the hospital unit;

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- ✓ are focused on business initiatives, on the marketing field, but also on the financial field, which is a vital aspect for the hospital unit. Incorrect management of the hospital's resources, would lead in the short term to its inefficiency, and in the long term to bankruptcy;
 - ✓ the hospital manager are the ones who design and analyse the strategies, they are the initiators of the business, marketing and financial programs
 - ✓ the managers elaborate the business plan, they are also the ones who evaluate, communicate and revise when necessary;
 - ✓ establish and apply organizational policies and procedures;
 - ✓ they have skills in the financial field, because they collect all the financial information specific to the hospital they run, analyse and interpret them, then evaluate the risk and correctly manage the available assets.
 - ✓ among these skills and tasks of the manager, they have in the obligations and the recruitment of human resources, interviewing the future working partners, selecting the most competent and suitable for the hospital unit.
 - ✓ one of the role of the hospital manager, constitutes the basis of connection between doctors and other directors, in order to increase the profits of the hospital unit, its productivity, but also to resolve any conflicts by mediating the negotiations. The manager aims to communicate clear, coherent information and benefit to the hospital to all parties involved.

Despite many responsibilities, managers in the medical field usually have an executive distance, located in offices and less visible to patients than healthcare providers. Hospitals managers must ensure the quality care standards that govern all facilities in the medical industry, they must do so in parallel with carrying out activities within an extremely unpredictable external environment. The biggest challenge for a hospital manager is to do things consistently, consistently, every time. The challenge is how it attracts its employees with what it is trying to do, so that when it has a policy or a way of doing things, it does not just mechanically follow a set of instructions. It does things with a purpose, and in a certain way that fits in with the hospital's goals.

Management strategy analysis - orientation towards safety and innovation

The strategy is found in the social behaviour of individuals and of all companies, so the strategy assumes the basis of the behaviour of any economic unit, even if in certain situations it is widely involved. Therefore any organization that operates in a retail market, faces a certain type of competition, has an explicit and implicit strategy towards the competing companies (Todorut, 2014).

The strategic management involves that process which ensures a dynamic balance between the forces that exist within the company and the forces from the external environment that act on it.

Analysing the strategic management and the outline of the economic strategies, then it can be observed that we find in analysis notions regarding the objectives of the hospital unit, its goals and mission, the economic policies, procedures and rules to be applied by the hospital management. The hospital managers need to collaborate with practitioners and remain visible within their organizations, while health managers can focus more on administration and business. Hospital managers can draw more attention to interpersonal intelligence, leadership training and the strong communication skills needed to properly manage health services. Managers could rely more on their knowledge and experience in quantitative and critical analyses.

The manager of a hospital is responsible for overseeing the quality and scientific strategies of the hospital unit, and is also responsible for promoting (and supporting) medical research. In the past, hospitals were not research-oriented, and private doctors focused less on the clinical side, and the education and research was done only in public hospitals (Badea, Chiriac, Palas, 2016).

A competitive manager knows that he must be passionate about his work, but also convey that passion to his staff. Because if they manage to motivate their own team, they will give the best of them, carry out all the work tasks, and the biggest gain will be for the hospital, being more efficient, more efficient and more competitive.

The main performance indicators, followed by a hospital manager are:

- ✓ a good working environment;
- ✓ timely achievement of objectives;
- ✓ innovative proposals for future projects.

At present, the most managers in the hospital units consider that the management system in European hospitals is poorly managed. The bureaucracy, the lack of innovation and incentives for the professional development are common in many countries. The lack of specialized specialists and sustainability are the main challenges for European health systems.

The policy has an excessive influence on the management of health and public hospitals. In the short term, managers do not expect substantial changes. But on the contrary, private hospitals are growing, attracting good professionals and more and more patients. It is a good opportunity for the best managers in hospitals, who have really been involved in innovative strategies, good clinical practices, but also taking into account the safety and patient experience.

It is known that maintaining a solid hospital management system requires various tasks, such as: distributing resources in a fair and judicious manner, as well as sustainable evaluation of the results and effectiveness of services and treatment.

For this purpose, the managers focused on the elaboration and implementation of a large number of managerial strategies, such as:

- ✓ setting clear priorities based on public health;
- ✓ elaboration of an accessible portfolio of services and an explicit system of prioritization (quality or similar);
- ✓ establishing a reference indicator regarding the quality, safety, patient experience;
- ✓ elaboration of efficiency indicators and a human resources strategy oriented to the development of health professionals.

Analysing the experience of hospital managers, it can be mentioned that in most cases they focused on patient safety, towards innovation and efficiency. Most of the strategic decisions implemented, included these objectives, they covered the main aspects of the quality of healthcare.

In conclusion, all hospitals have annual goals regarding patient experience, patient safety, innovation and research. These objectives are constantly monitored, and their achievement has an impact in evaluating the performances of hospital managers, at regional and national level. In time, managers focused on collegial assessment as a tool to improve clinical practice. The leaders of some hospitals acted as a team of "reviewers" and worked with professionals from other hospitals to review the clinical practice in the chosen processes.

It is concluded that the general policy influences the strategy, which in turn is not only a passive element in this report.

The hospital administrators, whether they are doctors or administrators from the field of business, thus understand the hospital they manage. They know how employees, independent practitioners and group doctors interact with the hospital. Analyzing the qualities that a leader must have, I identified his ability to be fair and open, followed by the ability to deal with difficult situations in a direct and transparent way.

With regard to international organizations, there are some problems, such as time zones and language differences, which require careful analysis, although the language becomes less of a problem, given that English is often the language used by medical professionals. It can be a challenge for collaboration with international organizations in research protocols, given the different issues of government and / or legal regulation.

Developing a simple tool can be easy in this. IT is all around us and many companies offer different types of tools for healthcare providers. Digitizing medical records helps reduce costs by eliminating redundancies or

overwriting medicines. These factors contribute to reducing medical costs for patients and pushing the hospital to become more efficient (Sanghoon, 2018).

The qualitative analysis of the services offered in hospitals

Every hospital unit should strive to provide safe, effective and high quality care. The Leadership is an important aspect of most administrative roles. By definition, they are leadership roles. As a leader there are several things to consider. First, a leader does not have to be everyone's friend. This means that one cannot continue the activities in a way that others do as one person wishes. A leader does not have to make others like him, but to be clearly understood in what he says, to correctly exemplify the desired goals, the maximum timeframe for achieving them. All this is possible if the most appropriate management strategies are implemented and based on an effective organizational culture. A leader has the responsibility to ensure the correct framework of the culture of the organization in which he activates, a culture that takes into account truly important values. Therefore, respect, collaboration, talent, innovation and discovery are truly important values for any person, so a leader must ensure that he has the best values in the hospital unit he leads, and the personal behaviour is the most appropriate.

In conclusion, the main skills that the hospital administrators must possess are: availability, affectivity and capacity. In the following we have elaborated a brief analysis of the managerial performances from 3 hospital units, located in different areas of Romania. For this report I selected Floreasca Hospital, Hospital for Infectious Diseases and Pneumophysiology, Timisoara and the City Hospital of Novaci. In the following we will provide details regarding the physical assets of the selected hospitals. Thus, it was found that the newer the hospital's infrastructure, the lower the risk of infections.

Novaci Hospital offers services of low complexity and high frequency, is organized in a monobloc building, consisting of ground floor and three floors. The building was built in 1978. The hospital has 133 beds. Floreasca Hospital offers patient's specialized services in seven units, six of them built before 2000 (the oldest in 1934 and the newest in 2012). The hospital has a total of 725 beds.

Timișoara is a hospital unit specialized in infectious diseases, being organized in an old building, built in 3 stages, 40% in 1935, and the rest in 1975 and 2008. It has a total of 325 beds. Endowment with the diagnostic and treatment equipment of the selected hospitals:

- ✓ Floreasca, has many diagnostic equipment: 3CT; 1 NMR; conventional and portable radiology devices; 1 gamma room; etc.); But also operational analytical laboratories and specialized therapeutic equipment.
- ✓ Timisoara, holds as diagnostic equipment: CT, MRI and various equipment dedicated to the identification of infectious diseases. Laboratory and therapeutic equipment.

- ✓ -Novies, has many diagnostic, therapeutic and laboratory equipment.
- ✓ The situation of the staff in the evaluated hospitals varies significantly, so in 2015, the situation was:
- ✓ Floreasca, has about 1315 doctors, 66 anesthetists and 848 assistants
- ✓ Timisoara, has about 43 doctors, 2 anesthetists and 34 assistants
- ✓ Novaci, has about 27 doctors, 57 assistants and 47 diverse staff.

The following table summarizes the hospital-specific resources.

Table no 1: Equipment and human resources in the analysed hospitals

Hospital	Equipment			Human resources				
	Beds	Operating rooms	Imagistic	Analytical	Therapeutic	Doctors	Assistants	Job Vacancies
Floreasca	725	27	****	****	****	1315	848	444
Timișoara	324	1	***	**	*	43	11	23,5
Novaci	133	2	***	**	**	27	57	-

* represents the equipment endowment level, 1 representing the lowest level and 4 the highest;

Source: After The National School of Public Health and Health Management, Public H Press Publishing House, București, 2006

The following is the specific situation in the selected hospitals, so Floreasca is an emergency hospital of level I. With an average duration of specialization of 6.4 at the hospital level, which comes from a total of 15 sections, the largest is surgery. Cardiovascular, section with an average duration of specialization of 16. In Timisoara the profile is of infectious diseases of level II, having an average duration of specialization on a general total of 10.9 which comes from a total of 6 sections, the highest is pneumophysiolysis 1 which has a duration of 15.6. And in Novaci the average duration is 7.4, coming from acute (4.86) and from chronic (10.15).

So the shortest duration of hospitalization, in general is in Floreasca.

Finally, we analyse the financial situation of the three hospital units. In Floreasca there is a financial surplus generating total revenues of 115 million lei, and in Timișoara it is noted that in the last 6 years there has

been no growth trend generating total revenues of 34 million lei. But in Novaci the situation is more unfavourable, since the last mentioned data show that in 2014, a total of 8,835 thousand lei was registered, and the expenses registered a total of 8912 thousand lei, which denotes a deficit.

Therefore, the larger the hospital, the more important and sought after, generating more jobs, more admissions, etc. We selected different hospitals from different areas, however incomes can be related to the number of beds, the number of staff and the average length of stay. On the whole, the situation would be the same, as more hospitalizations are immune to greater use of the available resource, both human and material and financial.

Conclusion

Mainly medical production and management production are not contradictory concepts. Medical institutions must make a paradigm shift and rethink what "growth" means in the field in which they operate. High-performing managers know that hospitals are like silos and need to identify channels to better aggregate data and to cooperate on research and treatment. In this way, they can better influence the medical device, pharmacies and government agencies. Patients should always come first. Some managers lose sight of what's important and focus only on the research itself. Also, each hospital may have a different way of doing things, it should be open to collaboration, especially if the hospital has a performance team or support structure to help fulfil all of the day-to-day tasks and activities of a hospital unit.

The strategic objective may differ for each hospital, but there are a few key solutions that must be the same. Every hospital must strive to provide safe, efficient and high quality care services that add value to the health system. It is very important that the specific strategic objectives that the hospital might have differ depending on where the hospital is. A newly established hospital has different strategic objectives compared to an existing one, because it is in a different stage of evolution or life cycle, but both units must add value to the health system.

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