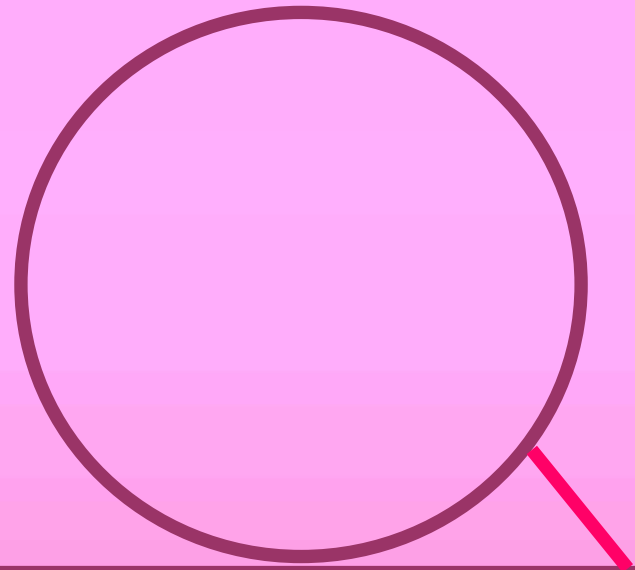


*how to be
a good manager
in health care?*



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a manager

a manager is a person
employed to control or direct
part or all the work of
other employees in an organisation,
usually under the orders of
a director or board

health care

health care is the system
to provide services
to individual human beings,
to prevent, to treat or
to make problems manageable
regarding
the individual's health condition

the main goal of medicine

**the main goal of medicine
is the search
to support a patient
to cope with his or her problems
and make him or her feel
somewhat happier**

the function of a hospital

- a modern hospital analyses severe acute problems and difficult chronic problems and
- tries to solve the problems or to make them manageable, with special knowledge and or techniques

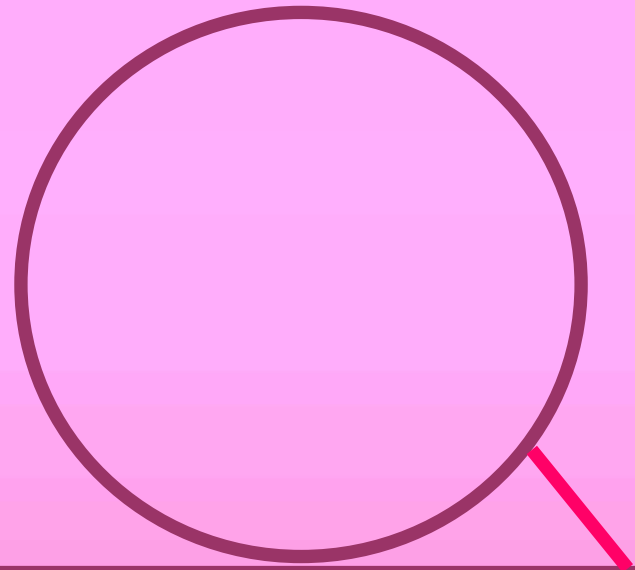
the patient

- a patient is an individual who suffers from a physical or mental problem
- the way an individual patient handles his or her problem is characterized by emotions

an emotion

- an emotion is a reaction to an experience
- the reaction to that experience is the interpretation based on a person's norms and values

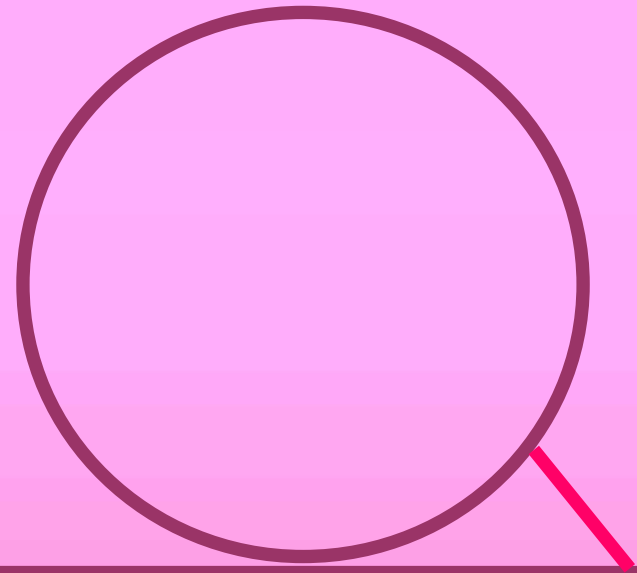
*how to be
a good manager
in health care?*



how to be a good manager?

- **communication**
- **position of the organization**
- **working with problems**
- **standards and quality control**
- **power and authority**
- **management approach**
- **selection and training**

communication



communication

- **communication is the exchange of information between persons**
- **it is a reciprocal interaction**
- **it needs a sender, a message, a channel and a receiver**
- **60% is non-verbal**

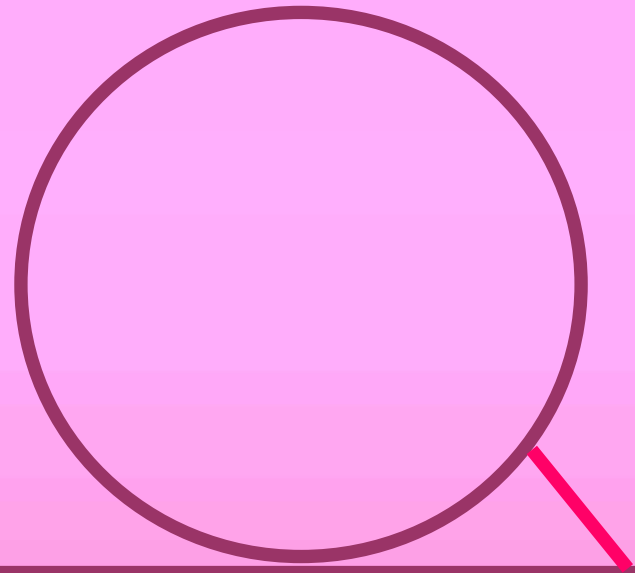
the manager and communication

- communication with the board, employees and external contacts
- preparing the policy document, annual report and financial documents
- understanding clinical and research documents

the manager and communication

- to be informed about who are the board members, employees and the external contacts
- to be informed about ethics and laws regarding decisions in health care and research
- to be a reliable person

*position of
the organization*



position of the organization

- the goals of the department
- how is the interaction with other hospital departments and other regional services ?
- are the department's services additional or competitive ?
- national and international

position of the organization

- the services to be provided and the goals of the department can be described bottom-up
- the policy document of the institute or department can be described top-down

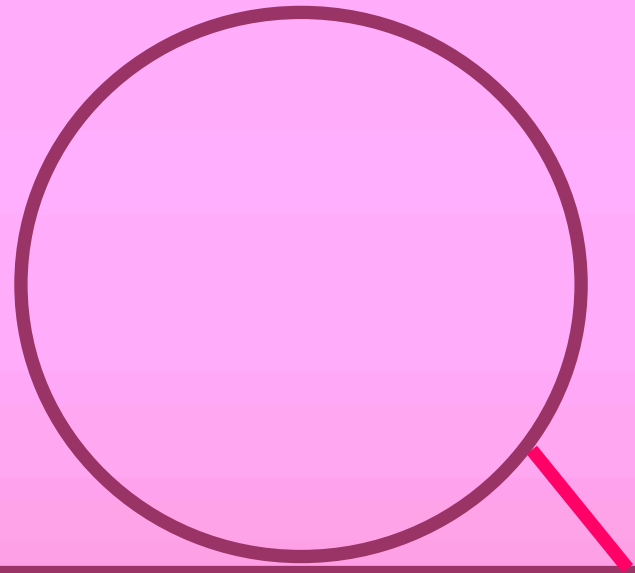
position of the organization

- **which services or products give the department a strong position ?**
- **which services or products of the department have a weak position ?**

position of the organization

- **which services or products are worth the investment of energy and resources?**
- **which services or products are threatening the department's or the institute's continuity?**

*working
with problems*



'a problem' in medicine

- a problem is an abnormal observation in a person
- the abnormal observation is related to a disturbance or the cause of a disturbance, which induces the person's abnormal function

active problem

- an active problem needs special attention and action of the physician or the nurse
- to find a solution after mutual deliberation with the patient or his or her representative

inactive problem

- an inactive problem needs no special attention or action of the physician or the nurse
- but can limit patient's capacities and can ask much energy caring for the patient

problem thesaurus

- 1 year collection of problems
- thesaurus with 300 problems
- patients' data and problems are stored in a computer programme
- computer printed problem list
- 1 file for all disciplines
- computer file for evaluation

admission of a patient

establish within a few hours:

- a survey of patient's functional capacities:
 - physical and mental condition
 - social and emotional aspects
- a survey of patient's problems

organisation of the department

- 1 patient, 1 doctor, 1 nurse
- 'the couple' is responsible for all services of the hospital
- together they do the anamnesis
- the doctor performs the physical examination
- the nurse has the discussion with the relatives

UMC-AZU
 department
 Geriatric
 Medicine

code 1

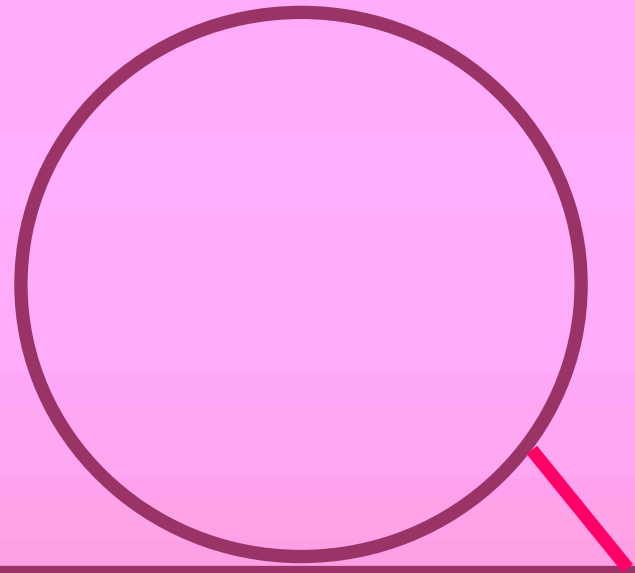
doctor: Duursma
 nurse : Schuurmans
 date : 25.10.00

reg nr: 8.642.973 / 01.04.12
 name: de Koster, Maria
 female name: de Kruijf
 address: Zuiderwal-33
 zip+city: 4101-EK-Culemborg
 date of admission: 25.10.00

active problems:		pt	ot	dt	st	goals for patient
1	start stop	fever eci				diagnosis < 1 wk effect ther < 2 wk
2	start stop	falls	+	+		diagnosis < 1 wk effect ther < 2 wk
3	start stop	drug intoxic				stop medication effect ther < 1 wk
4	start stop	diarrhoea			+	medication effect ther < 2 days
5	start stop	arrhythmia				diagnosis < 2 days effect ther < 1 wk
6	start stop	delirium				medication effect ther < 2 days

inactive problems

*standards and
quality control*

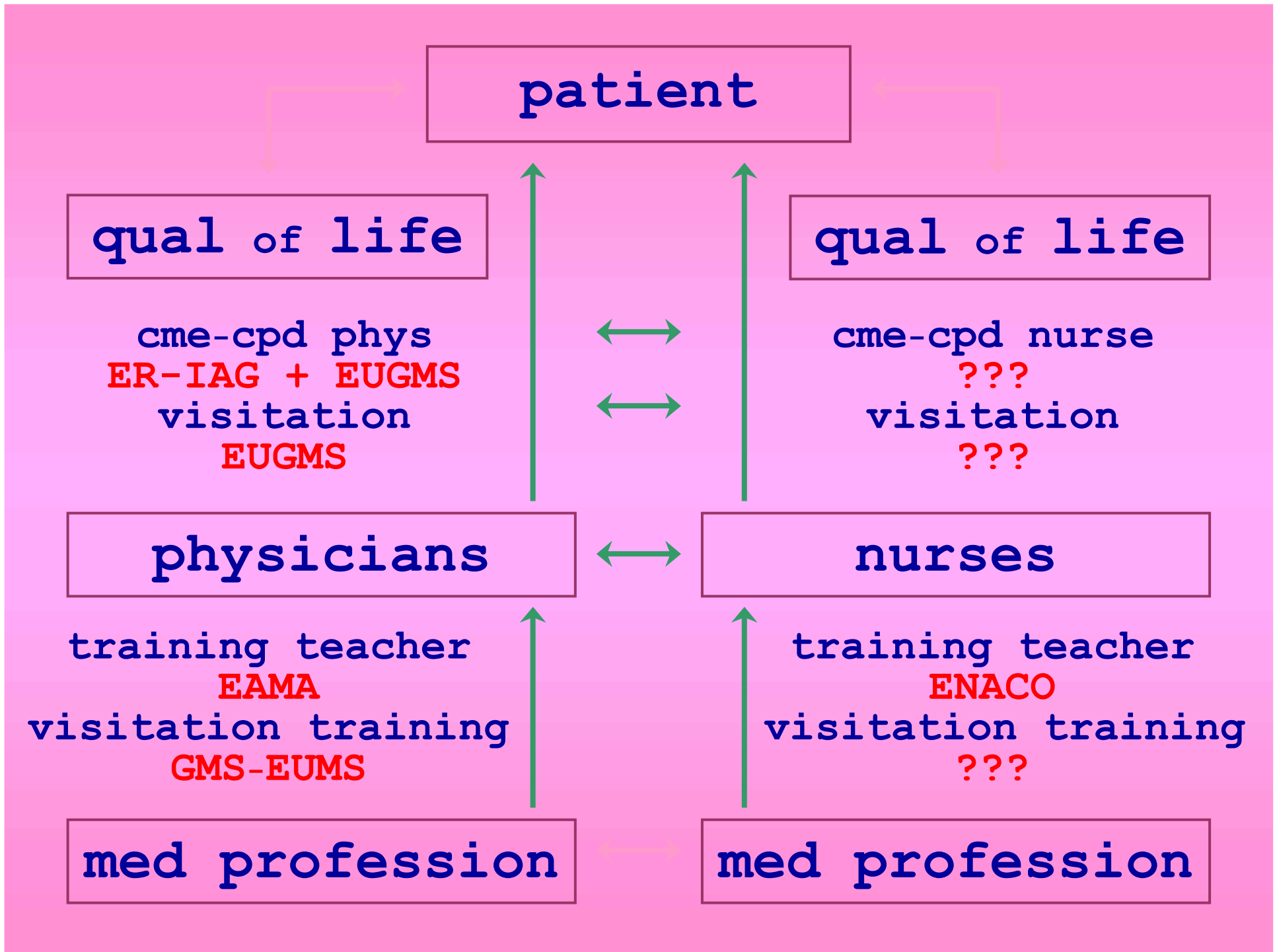


quality control

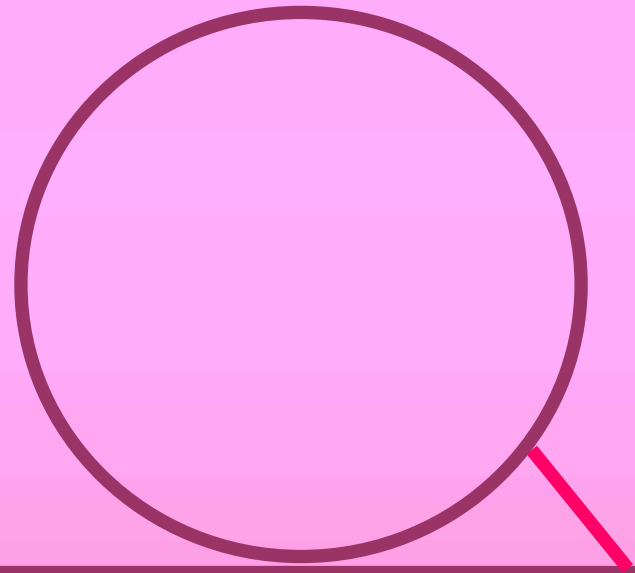
- **quality control is a system for checking and measuring the quality of materials used**
- **and of the finished products of a manufacturing organisation**

quality control

- so that comparisons
can be made
with fixed standards
- and action can be taken
to correct any movement away
from those standards



*power and
authority*



power

power is the capacity:

- to make others do what he or she wants them to do
- and to avoid him or her doing what others want him or her to do

power

- *power oriented behaviour*: regards actions with the aim to collect or to use power
- *power dynamics*: regards interindividual confrontations as result of power oriented behaviour

authority

authority is:

- an official organization
or a person,
having power to decide,
to govern or to command
and to control actions of others
- an expert with special
knowledge or skills

getting power

- to find a way to resources
- to get information
- to build up a network
- make others obliged
- to build up a
professional reputation
- to create an identification

the manager and power

- a manager is vulnerable in dependency
- the higher the position the more dependency, vulnerability and loneliness

the manager and dependency

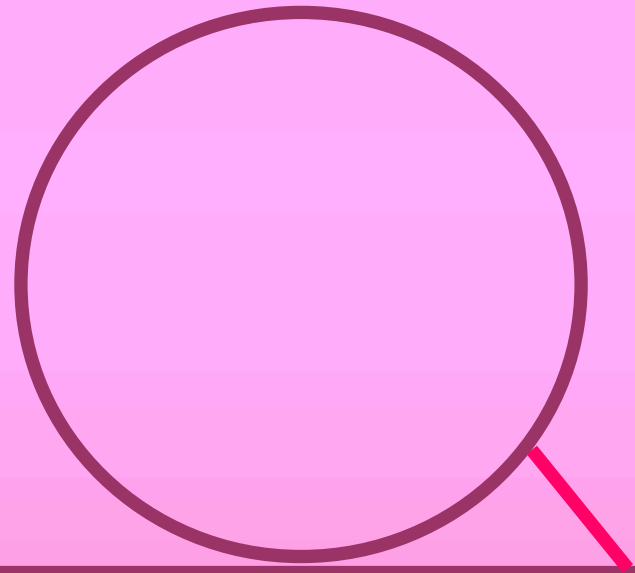
- understanding power dynamics
- the recognition of dependency
- avoid unnecessary dependency
- mobilisation of contra-power
- influence people
who can assist
to reach the agreed goals

the manager and authority

manager's authority depends on:

- the capacity to influence superiors' decisions
- the satisfaction of employees
- whether the results of the department or company meet the agreed goals or not

*management
approach*



management by hierarchy

- **management by hierarchy**
has a central control system
- **one person has all the power**
and the facilities to limit
the degree of freedom of others
- **employees have to do what**
'the boss' wants them to do

management by coaching

- **management by coaching**
is the management style
with free self-responsible
individuals
- **who want to reach**
agreed goals after mutually
discussed arrangements

core elements of coaching

- **self-steering employees**
who take initiatives and
responsibility
- **responsibility is possible**
when choices can be made
- **standards and quality control**
have been agreed

contents of coaching

- a goals oriented approach
- equality between persons
- mutual agreements
to reach the goals
- following agreed guide lines
- stimulating employees
to develop their capacities

the manager and coaching

- **accompanying employees**
- the **description** of the function
- the **attraction** of the function
- the **reward** of the function
- the **ranking** of the function
- the **process to judge** the function
- the **degree of freedom** of the function

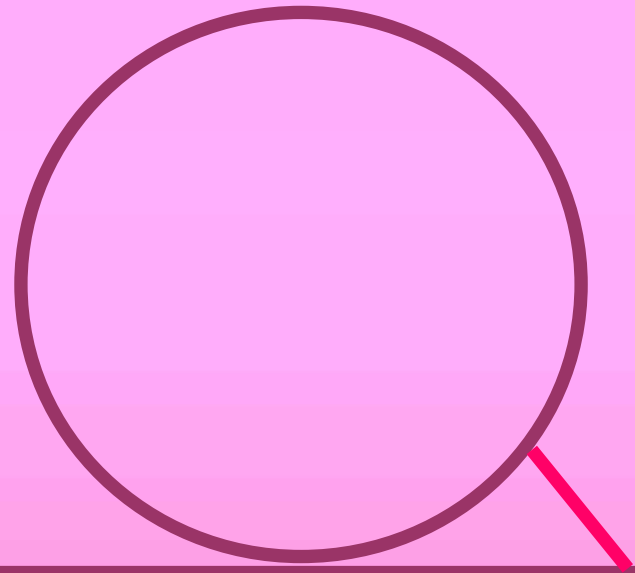
management by company story

- a well designed 'company' story for external communications
- others know who you are and which services you provide
- offer information about the way the 'company' works
- a public relations officer

management by company story

- a well designed 'company' story for internal communications
- the employees recognize themselves as contributors to the company's services
- being engaged with and feeling proud of the 'company'

*selection
and training*



selection and training

*training is dependent on
the function to be filled:*

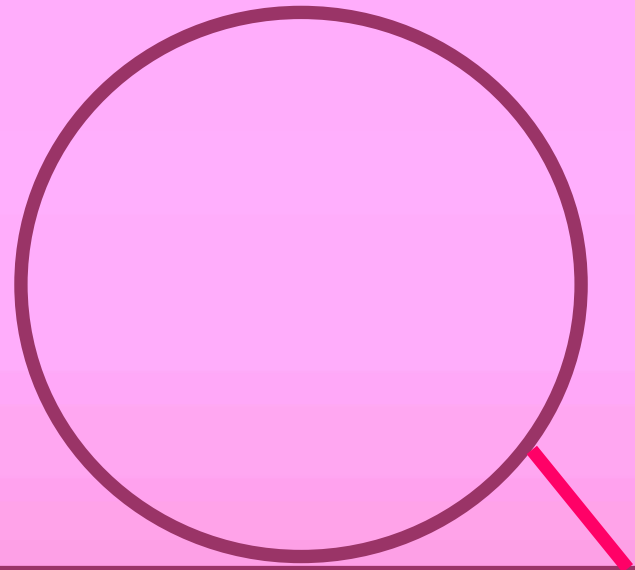
- select a group of candidates
- step by step training
- select who may proceed
- training at different positions
- attune capacities and training
- always offer a second chance

contents of training

*training is dependent on
the function to be filled:*

- health care system
- aspects of management
- communication skills
- power and authority
- ethics, laws and philosophy
- respecting others

*how to be
a good manager
in health care?*



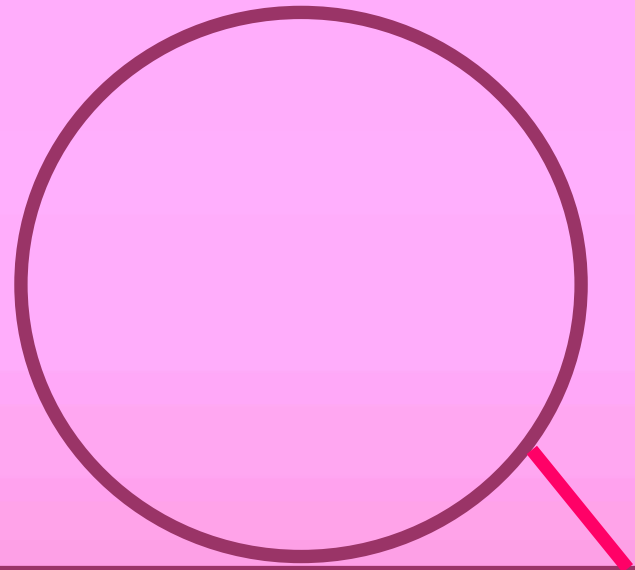
questions EAMA June 2004

- what is the function of a modern hospital?
- what is the description of 'a problem' in medicine?
- is the coach of the football champion club a good manager?

good leadership

- *inspire the team* :
 - enthuse the members
 - stimul. initiatives + creativity
- *obtain reliability* :
 - get authority
 - be interested in the members
- *discipline* :
 - degrees of freedom, selfdiscipline

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