



Health Service Management - 1

Prof. Chrishantha Abeysena

**Faculty of Medicine
University of Kelaniya**



Management - Definition

- Management is a process
 - Men, Money and Materials are involved
 - Used in a purposeful way to get things done
 - Way of achieving objectives
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- Management is a process using men, material and money effectively in order to achieve a set of goals or objectives



Management

- 'getting things done through people'
- 'commitment to purposeful action'
- "getting people to work harmoniously together & to make efficient use of resources to achieve objectives"
 - Term approach
 - Resources must be managed to achieve objectives



Management model

**ENVIRONMENTAL & COMMUNITY
CONSTRAINTS**

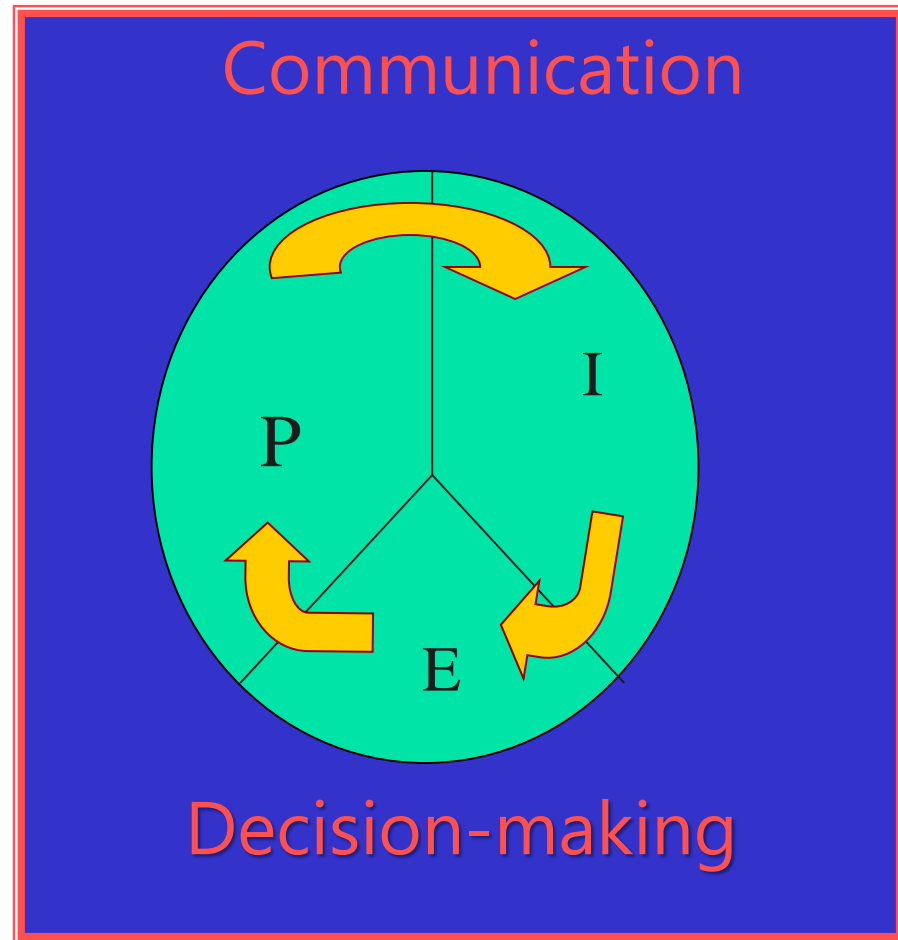
ORGANIZATION

INDIVIDUALS

NEED → **INPUT** → **PROCESS** → **OUTPUT** → **OUTCOME**

Management Functions

- Broad Sequential functions
 - ◆ Planning
 - ◆ Implementation
 - ◆ Evaluation
- Continuing functions
 - ◆ Communication
 - ◆ Decision making





What Do Managers Do?

- Implement the Plan by :

- Supervising
- Co-ordinating
- Leading
- Motivating
- Development & Training Staff

“Getting others to do”

IMPLEMENTING

Review and Control

- Measure resources & others
- Uses & control these to see that desired output is reached.

EVALUATING

How much time is spent doing the right things right?

The way do them

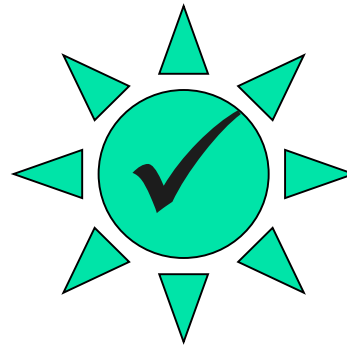
Right

Wrong

Things we do

Right

Wrong



X

X

?



Planning

- A way of organizing & utilizing resources to maximum advantage in term of social ends
- Making a set of advance decisions on the basis of analytical approach, concerning mobilization & use of resources to bring the desired changes in a given situation
- A process culminating in decisions regarding the future provisions of health services to meet the health needs on the community



Planning

- Planning is often looked upon as synonymous with **public decision making**.
- Planning is making **current decisions** in the light of their **future effects**.
- It involves searching out **alternatives**, analyzing them and selecting the best alternative(s).
- It is concerned with **analytical process of deciding** how the future should be better than the present.
- This requires conscious and deliberate choices of **priorities**.



Planning

- What is the organization trying to achieve?
- Where is the organization now?
- Where does the organization want to be?
- How are we going to get there?
- How will the organization finance this programme?



Types of health planning

- Short-term planning (generally 1-3 years)
- Medium-term planning (5-10 years)
- Long term planning



Types of planning

Based on hierarchy of goals: 3 types:

- Policy planning
 - primarily concerned with developing long and medium term health goals and criteria.
- Programme planning
 - aims at selecting from alternative strategies those that can achieve medium-term objectives.
- Operational planning
 - more specific and localised dealing with service and development projects.



Main characteristic of planning

- 1. Policy – linkage
 - A set of interlinked principles chosen to achieve certain objectives/goals
 - A general statement of understanding which guides decision making.

- A statement of intent or direction that provides guidance for action & decisions.



Main characteristic of planning

- 2. Future – orientation
- 3. Multidimensionality
 - Epidemiology
 - Demography
 - Social science
 - Economics
 - Public administration
 - Social services



Main characteristic of planning

- 4. Multi-sectoral approach
 - Health
 - Education
 - Environment
 - Social services

- 5. Term work – sharing of
 - Information
 - Experience
 - Resources



Rationale for health planning

- Cope with major health problems in a sustainable manner
- Regulate the health development in a balanced manner
- Ensure effective coordination & avoid unnecessary duplication of efforts



Rationale for health planning...

- Promote optimal utilisation of resources
- Ensure equitable distribution of health resources & services
- Ensure progressive improvements in health systems management



Program

- Input

- Money, manpower, facilities

- Process

- Organisation & activities

- Output

- Units of service provided

- Outcome

- Units of morbidity / mortality

input → process → output → outcome



Core health planning principles

1. Equity

- As equity of access – individual will receive an equal opportunity to receive health care irrespective of income, race, & place of residence
- As equity of outcome – fairness of outcomes from a particular health care intervention or service

2. Quality



Core health planning principles

3. Accessibility

- implies the continuing & organised supply of care that is geographically, financially, culturally & functionally within easy reach of the whole community
- The capacity or potential to obtain a service



Accessibility....

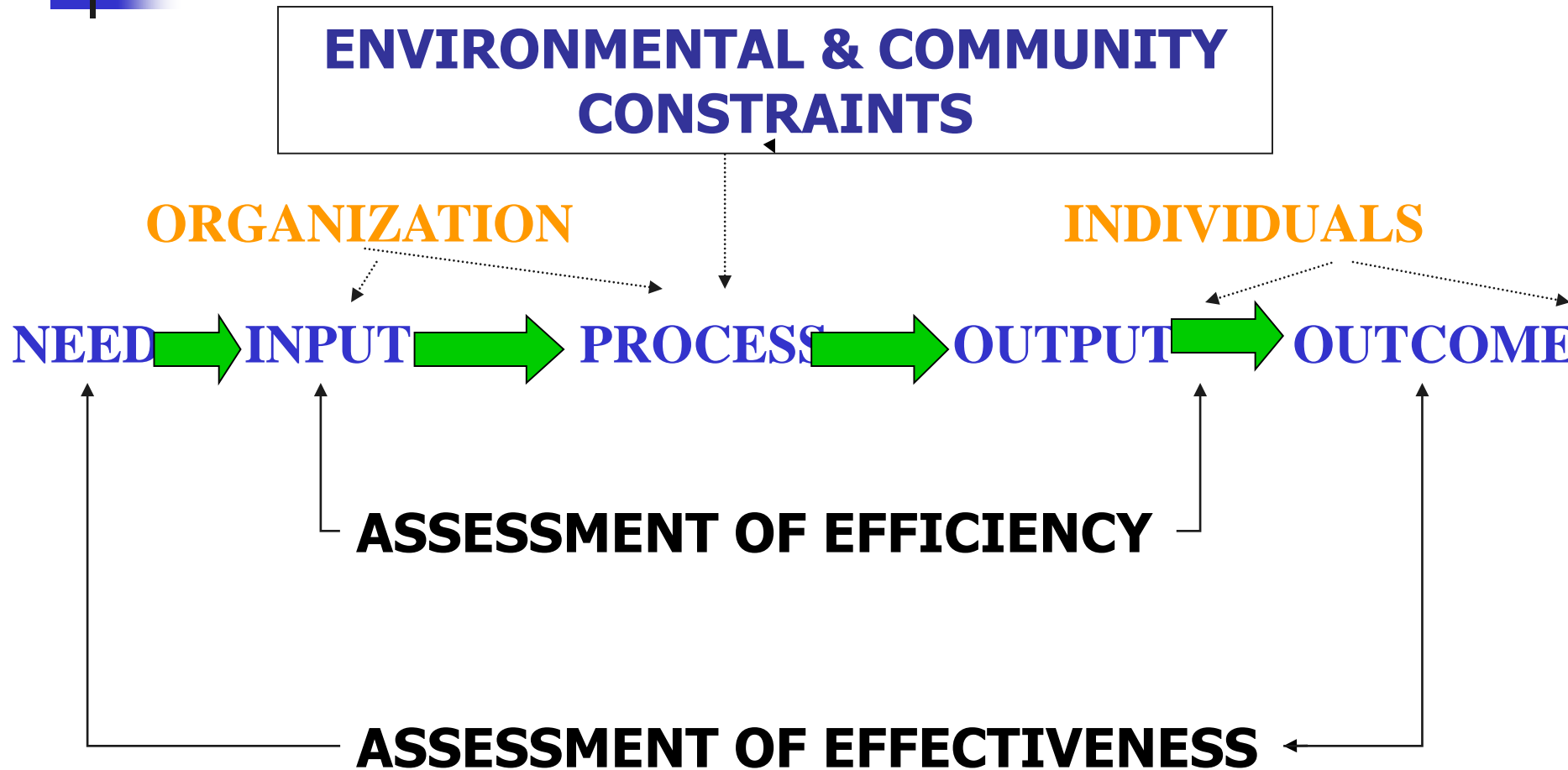
- Geographical access – distance, travel time, means of transportation
- Cultural access – technical & managerial methods used are in keeping with the cultural patterns
- Affordability – ability of the individual to cover the cost of care
- Functional – right kind of care is available on a continuing basis to those who need it



Core health planning principles

4. Efficiency

- The maximisation of total benefits from a use of a given amount of resources
- Measure of output per unit cost of the resources employed
- Compare input & output





Core health planning principles

5. Effectiveness

- The extent to which an activity achieves its objectives.
- Compare input & outcome



Steps for preparing a plan

- Situation analysis
- Problem analysis
- Goal, Objectives and Targets
- Determination and analysis of strategies
- Major activities
- Finance and budgeting
- Monitoring and evaluation