

HEALTH MANAGEMENT IN THE 21ST CENTURY

Zdravko Petković¹

Zdravka Petković²

Tijana Milanović³

DOI: <https://doi.org/10.31410/ITEMA.2019.249>

Abstract: *An integrated management system is a comprehensive management tool that integrates all elements of the business system into a single system, that is, to manage the processes in the organization, all to meet the requirements of stakeholders and achieve business goals. In the field of health, the management system also presents a wide range of activities and knowledge that must be taken to provide the highest quality health services. Management quality is a complex process, especially in the field of healthcare. In today's environment, managers need more than just understanding the concepts of quality as well as how management is managed. They need to understand how to achieve quality in the structure and relationships of a complex healthcare organization system. The challenges of managing the health system itself, are at increasing costs, both for performing operational activities and for constantly investing in the acquisition of different knowledge of health care data through subsequent operational use of the knowledge acquired, to obtain a set of strategic rules for health decision support that can influence strategic decision making, planning and management of healthcare organizations.*

Keywords: *Management, Health, Management in Health, Health Organization, Ethics.*

1. INTRODUCTION

Managing and steadily placing management within healthcare is a major challenge for all countries, especially in the 21st century. The concept of healthcare management includes the roles, functions and responsibilities of the healthcare manager. These aspects are the focus of many organizations as well as healthcare institutions as healthcare is a diverse field with increasing opportunities. Management issues in health research provide an optimistic message: improving management practices is a way to increase quality and productivity [3]. Therefore, adopting better governance practices within health care could be a key part of addressing the various challenges in the 21st century. The fact is that people's general health and well-being are health management programs, which are often not optimally managed, and the reason is not only technical incompetence but also the results of inadequate management expertise.

Health professionals are often required and implied to have a significant amount of responsibility in management, that is, to have a managerial role in some way, and to connect their role as a health worker through good practice, with effective health management. Healthcare training should be restructured to include a new set of core competencies (knowledge, skills, abilities, personal qualities, experience or other characteristics) - new „tricks” that prepare 21st century healthcare professionals to manage today's most common health problems. The overall purpose of this paper relates to the analysis of health management in the context of the roles, responsibilities and functions involved in health management.

¹ Clinical Centre Belgrade, Serbia

² Academy of Business Professional Studies in Belgrade, Kraljice Marije no. 73, Belgrade, Serbia

³ Academy of Business Professional Studies in Belgrade, Kraljice Marije no. 73, Belgrade, Serbia

2. THE CONCEPT OF HEALTH MANAGEMENT SYSTEM

Improving population health is a challenge that all countries in both, developed and developing, countries face. As healthcare has become more complex and specialized, a parallel has emerged between health professionals and health care executives. While public health professionals generally look beyond the organization, that is, to society and the health needs of the population, health care managers, on the other hand, tend to focus on the interior of the organization and especially on the financially demanding sectors of secondary and tertiary care. In these sectors that inevitably absorb the time and effort of managers and on the basis of which their performance is evaluated [8].

One definition of management is that „management refers to the efficient use of resources and enables people to work together to achieve specific goals” [6]. However, due to the specific nature of the health care system, especially as it, along with other sectors, work with specialized staff with patients to improve the quality of living and working conditions, it is not easy to define healthcare management. After many attempts to define health management, the most commonly used definition has emerged, which reads: *Health management can be the sum of all measures taken to plan, organize, implement and evaluate many elements related to health care system* [15]. These measures are necessary to translate health policies into strategies, further translate strategies into plans, plans into actions, and actions into decision-making on the implementation of health programs and to enable health infrastructure to be developed, in such a way as to ensure effective and efficient implementation health program [15]. Health management manages the overall management of a healthcare facility, such as clinic or hospital. The healthcare manager is responsible for ensuring that the healthcare facility functions as it should in terms of the institution’s budget, goals, and community needs [5].

The person in charge of health care management also collaborates with medical staff executives on issues such as medical equipment, budgets, planning ways to ensure the facility meets its goals, and maintains good relationships with physicians, nurses, and all department heads. The health care manager also makes decisions about performance appraisal, staff expectations, budgeting, social media updates, and billing [5]. Working in healthcare can be very rewarding; especially when a person plays a role in helping others feel better. Health care management may not be directly related to patient care, but patient care is only effective when there is a healthcare facility management team. [5]

3. KEY AREAS OF HEALTH MANAGEMENT IN THE 21ST CENTURY

Across Europe, health policy decisions are increasingly influenced or accepted by those with managerial responsibilities and professional management skills. The situation in public health is different. In healthcare, roles within managerial responsibilities cannot be excluded. They cannot afford to ignore or exclude an obligation if they want to make an impact by providing a multifaceted strategy for improving health without becoming preoccupied with any of its health components. Health system managers need to broaden their horizons in terms of the public health perspective that it has to offer, and public health professionals, regardless of disciplinary background, should accept management as a necessary skill. [14]

Health management is considered as an important area of public health skills and as such, it covers three key areas of health management: people management, planning and resource manage-

ment. By exploring these areas, the goal is achieved in terms of providing information as well as practical assistance [12]. Each of these areas is in itself a large area of study, and accordingly, three vital topics are highlighted [12]: the importance of people, the importance of planning, and the importance of systems. As primary care systems become more complex, more complex forms of management become necessary. At the same time, patients' and policy makers' concerns about quality of care have fueled the development of quality improvement policies [1].

4. CHARACTERISTICS OF HEALTH MANAGEMENT

Health management differs from general management in several important features. It should be noted that the health system in particular is different from other systems. The main objective of the health system is to work with other systems and sectors to promote health development and better human health [13]. It is staffed by healthcare professionals and its primary goal is not to make profit, but also to improve the quality of service provided to sick people. Health management is an organized system of agreed rules, functions and tasks, implemented by responsible and organized individuals at different levels of health care, all with the aim of improving human health [13].

Health care management basically means to satisfy and balance the interests of all participants in the healthcare system, that is, in the healthcare organization. This applies to: clients - patients, workers, institution and environment, the community in which the organization itself is located. However, it can be said that the management of health system and health institutions, did not fully follow or accept the ideas, all principles and theories, which were developed during the XIX and XX centuries. This difference is a consequence of the specificity of the health system in relation to classic large corporations and commercial enterprises [11].

Among the features in the development of the health care system, the most significant are [11]:

- The health system did not have its „industrial revolution“.
- Significant medical discoveries began to occur only at the end of the 19th and beginning of the 20th centuries.
- This system became a significant subsystem of the social system only after the First World War, and especially after the Second World War (40s and 50s).
- At the beginning of its development, the health care system was neither complicated nor complex.
- He was not adaptable to management development, due to his predominantly social rather than commercial value.
- The health system today is one of the complicated “subsystems” that has evolved over the decades with the contributions of people, science, beliefs, commercial factors and other social forces, but usually and most often without detailed study and systematic planning.

Generally speaking, the health system must be one coherent whole, consisting of many interconnected parts, components (sectoral and intersectoral), as well as the community itself. It must be created so that all its parts work together and adapt to each other, all through communication and division of labor. Evaluation of the health process and program is part of the process of managing health development. In fact, the complexity of healthcare systems cannot be solved by one profession. Better management is a long-term strategy that is considered a long-term and constant process for improving the quality of healthcare and improving organizational processes [4].

5. HEALTH MANAGEMENT QUALITY IN 21ST CENTURY

Today, many point out that quality is a key success factor in the global market and, as such, is proportional to the satisfaction of users of certain products or services. The successful business of every company or organization cannot be imagined without an adequate quality system. Depending on the degree of social development, quality has always been more or less concerned [9]. Health care quality is a multidimensional and multilayered concept intertwined with value parameters about what constitutes good quality [2]. Quality management in a healthcare facility should be addressed by staff, in addition to their core profession. If quality management is limited to only one organizational unit or one person in an institution, it cannot be presented as quality management, because all healthcare professionals must be involved in the process and implemented through all activities. Given that quality is emerging as a novelty in healthcare settings, it is desirable to define a description of tasks and responsibilities for all levels of management, as well as to provide appropriate training to managers in quality management [7].

According to the World Health Organization (WHO) [14] high hospital performance is dependent on the professional management provided by competent teams covering a wide range of skills. The scope and content of hospital management, financial management and various forms of administrative functions depend on the context and country [14]. Human resource workload indicators are one of the parameters, which provide healthcare managers with a wide range of options, how to systematically make personnel decisions, in order to further manage their valuable human resources [14]. Quality hospital services are efficient and human-centered. Related to this, health services should be timely, equitable, integrated and efficient. Hospitals are reorganizing processes and refocusing their logistical efforts to make care affordable, acceptable and continuous from a patient perspective. High quality care also means that people are informed and empowered to make decisions regarding their own healthcare [10]. Improving the quality of services provided in hospitals can potentially improve the operation of hospitals and increase customer demand from users, as well as improve patients' overall confidence in healthcare facilities.

Quality management wants to improve treatment efficiency and increase patient satisfaction with the service. Care quality is an important factor that increases patient's satisfaction. Good quality care is also one of the essential parameters that is critical to achieving the Millennium Development Goals [10]. However, quality is differently seen across communities. There is much to be done to improve quality in health care programs. Health care managers need a thorough understanding of not only the concepts but also the practical ways to improve the quality of care within healthcare settings. [10].

6. CONCLUSION

Health is probably the highest priority for most citizens in a country. There is no doubt that health management has influenced the development and improvement of the health system, its organized, efficient and effective operation. At first, its impact was not particularly large, but as the health system became more complex and complicated, so did the importance of management within management. The degree of health care provision in each health care facility depends on the level of management professionalism provided.

Health care management is very important, so functionalities, roles and responsibilities are only effective if adhered to by health care management. Today, when the health care system is quite

complex, especially in the developed countries of the world, when it is necessary for society for its social and economic development, when it is increasingly complicated and developed, and when a large number of highly skilled personnel work in it, it cannot be managed. It must not be neglected or implemented in any way without a clear concept of the development of appropriate principles and good management, especially in the 21st century. Currently, there is a lack of leadership and management capacity is a limitation, especially in operational terms of private and public health levels. It is therefore clear that these efforts must be improved. Competencies, roles and responsibilities should be clearly defined and performance measured.

Progress requires systematic work to identify needs and effective interventions; then implement countries' overall plan for developing leadership and management capacity; and that international assistance be coherent in support of national plans. The work on recognition, promotion of health management is of great importance. By focusing attention on building professional capacities, strengthening managerial skills and abilities, as well as using positive examples and experiences, so-called best practices, especially from developed countries, the entire healthcare system is being given the opportunity to modernize and improve. The global healthcare industry is at a central position to lead the integration of social, economic, environmental, health and resource-balanced practices of the 21st century in the service of renewal and healing.

In order for the future to be better than the present, it is necessary to use various experiences, both positive and negative, in order to achieve the goals. The development of health management should be based on health development and on general development. 21st Century health management should be one of the main prerequisites for furthering the health of a country.

REFERENCES

- [1] Baker, R. (2000). *Managing quality in primary health care: the need for valid information about performance*, Quality in Health Care.
- [2] De Geyndt, W. (1995). *Managing the quality of health care in developing countries (English)*. World Bank technical paper ; no. WTP 258. Washington, D.C.: The World Bank.
- [3] Dorgan, S., Layton, D., Bloom, N., Homkes, R., Sadun, R., & Van Reenen, J. (2010). *Management in healthcare: why good practice really matters*. London: McKinsey and Company/London School of Economics.
- [4] Hartley, J., & Benington, J. (2010). *Leadership for healthcare*. Policy Press.
- [5] Healthcare Management Degree Guide (2019). *What is Healthcare Management* Available at <https://www.healthcare-management-degree.net/faq/what-is-healthcare-management/>
- [6] Parker, L. D. (1984). *Control in organizational life: the contribution of Mary Parker Follett*. *Academy of Management Review*, 9(4), 736-745.
- [7] Pavlović, K. (2016). *Model sistema menadžmenta kvaliteta zasnovan na teoriji kompleksnosti*, Univerzitet u Beogradu, Fakultet organizacionih nauka, Beograd.
- [8] Pruitt, S. D., & Epping-Jordan, J. E. (2005). *Preparing the 21st century global healthcare workforce*. *Bmj*, 330(7492), 637-639.
- [9] Savović, I. (2006) *Integrirani sistemi menadžmenta kvalitetom i bezbednost hrane integracijom procesa projektovanja razvoja*, Akcija za kvalitet i standardizaciju Srbije.
- [10] Sharma, K. (2012). *Managing quality in health care*, Institute of Health Management Research, Jaipur 302011 India.
- [11] Stoner, J., & Wanklen, C. (1986) *Management*, 3rd Edition, PHI, USA.

- [12] Venter, W., Rendall-Mkosi, K., & Alexander, L. (2011). *Health Management I Module Guide*, School of Public Health University of the Western Cape.
- [13] Wexley, K. N., & Yukl, G. A. (1984). *Organizational behavior and personnel psychology*. Richard D. Irwin.
- [14] World Health Organization – WHO (2019). *Management and Quality*. Available at: <https://www.who.int/hospitals/management-and-quality/en/>.
- [15] Zečević, M. (1994) *Menadžment*, Fakultet za internacionalni menadžment, Beograd.