**Book Chapter : Management in Health care**

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Management in healthcare is a multidimensional and complex field that encompasses a wide range of activities aimed at efficiently and effectively delivering quality healthcare services. It plays a crucial role in optimizing patient care, controlling costs, complying with regulations, and fostering a positive work environment for healthcare professionals.

Healthcare management involves planning, organizing, coordinating, and controlling resources and processes within healthcare organizations to achieve specific goals and objectives

**Planning**: The health care manager is expected to establish fundamental objectives during planning, such as the number of patients served, the services provided to patients, the development of coordination between the health care facility and the hospital to ensure that the hospital receives recommendations from the available physicians, and ensuring that there is enough staff in relation to the number of patients available.A manager is also required to lay up a plan to make sure that time is spent effectively and that the finance and bookkeeping staff can cooperate with health insurance providers like Medicaid and Medicare to process patient payments. The manager is also obliged to prepare for crises, especially in the event of a sudden increase in patients receiving care at home who might need to temporarily recruit speech therapists.

**Organizing**: One of the biggest obstacles in the health care industry that managers must overcome is coordinating services and employees. In order to guarantee that all patients receive high-quality treatment, management should make sure that the in-home calls are done on time and that backup plans are ready in case of delays, such as therapist or nurse absence.

**Coordinating**:The goal of coordination is to make it easier for systems to offer health care in an appropriate and efficient manner.

**Controlling**:By setting performance criteria, comparing actual performance to those standards, and developing remedial measures, controlling comprises making sure that the services provided do not stray from the anticipated standards. The health manager should be able to take charge in order to make sure that the performance requirements don't change. He or she should make sure that any problem involving health care services must be reported to him by physicians, nursing directors, and administrative assistants.

**HIERARCHY IN HEALTHCARE MANAGEMENT**

Healthcare management involves a hierarchy of levels that are responsible for overseeing different aspects of healthcare organizations and facilities. The exact structure and naming of these levels might vary between organizations and countries, but generally, they include the following levels:

**Frontline management**: Frontline managers oversee the day-to-day operations of specific departments or units within a healthcare organization. Examples include nursing unit managers, department supervisors, and clinic managers.

Directly supervising healthcare providers and staff at the operational level (e.g., nursing unit managers).

**Middle management**: Middle managers are responsible for coordinating and overseeing various departments within the healthcare organization. They may include clinical managers, service line directors, and administrative directors.

Overseeing specific departments or units within the healthcare organization (e.g., department heads, clinical managers).

**Top management**: Top-level healthcare managers, such as hospital administrators, CEOs, and executive directors, are responsible for setting organizational strategies, making high-level decisions, and ensuring the organization's overall success.

Responsible for overall organizational strategy and decision-making (e.g., hospital administrators, CEOs).

Effective healthcare management is vital to meet the complex challenges of the healthcare industry and provide the best possible care for patients while also maintaining financial sustainability and organizational growth.

**FUNCTIONS OF HEALTHCARE MANAGEMENT**

Healthcare management involves a range of functions aimed at ensuring the effective and efficient operation of healthcare organizations, facilities, and services. These functions are crucial for providing high-quality patient care, optimizing resources, and maintaining compliance with regulations. Here are some key functions of healthcare management:

**Healthcare Leadership**: A manager should act as a leader, which implies that he should be able to inspire and persuade the staff to achieve the goals of the healthcare industry. A manager must be an efficient communicator with subordinates in order to keep them motivated in order to be a good leader.For instance, the health manager should form teams and hold routine meetings with staff or teams to discuss organizational issues and problems facing them, such as time management, patient relations, handling emergencies, staff-staff relationships, and patients' relationships with doctors. The manager is also supposed to set an example for the workers, and in order to accomplish this, he periodically needs to assist them while they are working. Effective healthcare management requires strong leadership. Leaders in healthcare organizations, such as hospital CEOs, department heads, and administrators, set the vision, mission, and goals of the organization. They also make critical decisions regarding resource allocation, strategic initiatives, and policy development.

**Financial Management**: Healthcare managers are responsible for financial planning and budgeting, as well as managing revenue and expenses. They must balance the financial resources to ensure that the organization can provide quality care while maintaining fiscal sustainability.

**Human Resources Management**: Managing the healthcare workforce is crucial to ensure a competent and motivated team. Healthcare managers are involved in recruitment, training, performance evaluation, and staff development. They also handle issues related to employee satisfaction, work environment, and labor relations.

**Quality Improvement**: A crucial demand for the health sector is quality management in healthcare. In health care, the concepts of quality have always been present.Accessible, suitable, available, inexpensive, effective, efficient, unified, safe, and patient-focused healthcare systems are considered to be of high quality [1]. The main aim of Quality control is to defect detection, defect prevention and process improvement [2]. Efficacy, efficiency, optimality, credibility, legitimacy, equity, and cost are the seven pillars of quality [3]. Patient satisfaction is the desired result of a quality assurance programmewhich calls for the provision of patient-centered treatment as well as adherence to effective standards and processes [4].

It lessens the burden of errors, makes sure that the infrastructure and medical staff are used to their full potential, and oversees quality assurance [5].For measuring the quality of healthcare services, numerous devices have been developed. It improves the quality benefits, reduce cost and identifies the problems prior to cause harm [6].

Healthcare management focuses on continuous quality improvement to enhance patient outcomes and safety. Managers work on implementing evidence-based practices, monitoring performance metrics, and identifying areas for improvement.

**Information Technology**: Numerous potential are presented by health information technology for enhancing and reforming healthcare, including lowering human error rates, enhancing clinical results, simplifying care coordination, increasing practice efficiency and monitoring data over time [7].

With the advancement of technology, healthcare organizations rely heavily on information systems and electronic health records (EHRs) to manage patient data and streamline operations. Healthcare managers oversee the implementation and maintenance of these systems to improve efficiency and data security.

**Regulatory Compliance**: Healthcare is a highly regulated industry, and managers must ensure that their organizations adhere to various laws, standards, and regulations. Compliance includes aspects like patient privacy (HIPAA), safety protocols, and accreditation requirements.

**Strategic Planning**: Health and social care strategic planning is crucial to ensuring the delivery of sustainable, safe, and accessible health and social care services that meet the needs of and are used by populations around the world with a health workforce that is widely available, accessible, acceptable, and of high quality [8].

Healthcare managers develop long-term strategies to adapt to changes in the healthcare landscape, respond to community needs, and stay competitive. Strategic planning involves setting objectives, analyzing market trends, and identifying opportunities for growth and improvement.

**Risk Management**: Risk management is a technique providing a framework for assessing, identifying and minimizing risk at appropriate times for Health Care Organization [9]. Risk management plays an important role in shrinking uncertainties and enhancing rich opportunities for different areas of Health services. Through mistake detection, root cause analysis, and plan formulation, RM development aids HCOs and suppliers in minimizing harm caused by potentially flawed processes [10]. Implementation of risk management improves health resources, process management, patient and customer satisfaction.

In the healthcare sector, risk management aims to recognise, monitor, examine, reduce, and prevent risks to patients. It involves a complicated web of administrative and clinical systems, processes, and reporting mechanisms. [11].

Healthcare managers address potential risks and liabilities to prevent adverse events and legal issues. They establish policies and procedures to minimize risks and respond to incidents appropriately.

**Interdisciplinary Collaboration**: Effective healthcare management relies on collaboration among different healthcare professionals, including allied health professionals, administrative staff, doctors and nurses. Managers facilitate communication and teamwork to optimize patient care.

**Healthcare Policy**: Healthcare managers often participate in shaping healthcare policy at the organizational and governmental levels. They advocate for changes that can improve healthcare access, affordability, and quality.

**Ethics and Compliance**: Healthcare managers must navigate complex ethical issues related to patient care, research, and business practices. Upholding ethical standards and promoting a culture of integrity is essential in healthcare management.

Overall, effective healthcare management plays a crucial role in ensuring that healthcare organizations provide high-quality care while maintaining financial stability and meeting the needs of patients and the community.

Healthcare management faces a range of complex challenges that stem from the evolving nature of the healthcare industry, technological advancements, regulatory changes, demographic shifts, and societal expectations. Here are some challenges in healthcare management:

**Rising Costs**: Healthcare costs continue to increase, driven by factors like advanced technologies, medications, and an aging population. Managers must find ways to control expenses without compromising quality of care.

**Changing Regulatory Landscape**: Healthcare regulations are constantly evolving, requiring managers to stay informed and adapt their practices accordingly.

**Technological Advancements**: While technology can enhance patient care, its implementation and maintenance require significant investment and careful planning.

**Workforce Shortages**: The healthcare industry faces shortages in certain specialties and geographic areas. Managers must develop strategies to recruit and retain qualified healthcare professionals.

**Patient Safety and Quality Improvement**: Maintaining high standards of patient safety and quality care is an ongoing challenge that requires continuous monitoring and improvement efforts.

**Health Information Privacy and Security**: Protecting patient data from breaches and cyber attacks is a critical concern for healthcare managers.

**Health Disparities**: Healthcare managers must address disparities in healthcare access and outcomes to ensure equitable care for all patients.

**Conclusion:**

Effective healthcare management is essential for providing high-quality and efficient healthcare services. Healthcare managers play a vital role in coordinating resources, fostering a positive work environment, complying with regulations, and continuously improving patient care. As the healthcare industry continues to evolve, healthcare managers must stay adaptable and innovative to meet the challenges and seize opportunities for enhancing healthcare delivery.

The delivery of healthcare is a high-contact service that necessitates ongoing connection and communication between the service provider and service recipient (Patient). By understanding patient needs via ongoing communication with them and delivering effective medical services by administration innovation, management should increase service quality and care. To satisfy their clients, management should teach their personnel how to effectively engage with patients, comprehend their concerns, and address them quickly. In turn, this leads to organizational progress and aids healthcare systems in making money as consumers acquire confidence in them and share good word-of-mouth publicity about them. As a result, healthcare systems are able to endure for a very long period and thrive on the international market.

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