

THE MANAGEMENT OF HEALTH ORGANIZATIONS. PARTICULARITIES OF HUMAN RESOURCES IN HEALTH ORGANIZATIONS.

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Abstract: The management of health services is highly complex and is in a process of continuous transformation, constituting not only the object of the medical and administrative staff concerns in the sanitary units and related institutions, but also a major priority on the political agenda of many countries. The concept of health management and manager is both a theoretical and a practical interest for the entire community benefiting from the services provided by health institutions.

Key words: *management, human Resources, health organizations, public health system.*

1. INTRODUCTION

The management of health services is highly complex and it is in a process of continuous transformation, constituting not only the object of the medical and administrative staff concerns in the sanitary units and related institutions, but also a major priority on the political agenda of many countries. The concept of health management and manager is both a theoretical and a practical interest for the entire community benefiting from the services provided by health institutions.

As defined in the Classification of Occupations in Romania, the head of health units plans, coordinates, and assesses the delivery of clinical and community health care services in hospitals, public health clinics and similar organizations. In this situation, the leader has the task to perform the activities of programming, coordination, organization, training and control of the resources of the organization (specialists, endowment, budgets) in an efficient and effective manner in order to provide quality services to the population.

2. THE CURRENT STATE OF THE PUBLIC HEALTH SYSTEM

At the national level, we face a multiple crisis in the health sector, manifested both

financially, structurally, at the system level and in terms of employee behavior. Such a crisis materializes in the form of difficulties that seriously diminish the efficiency of health services, such as poor information management, the organization is not objective and accountable, contradictory objectives, neglecting the integration of economic objectives of medical institutions at the level of the specialty, etc.

Such problems can only be solved by improving the health care management system, the design of which should take into account the public character of these services and the environment in which the medical institutions operate.

The reform of the continuous and profound health care system, especially in the last decade, is one that should be considered a priority of any social policy and especially of one educational policy. Because a real and viable reform can not be made without an education that provides a theoretical foundation that will provide the health organization leader with sound management knowledge on service financing, optimal use of existing resources, quality management based on criteria, standards, normative, but also on controlling the related expenditures.

3. CURRENT SITUATION AND SOME MANAGEMENT ISSUES

Health organizations are complex and dynamic. The nature and type of these organizations require people capable of leadership, but also supervising and coordinating the subordinates. Just because they are so important to society, such organizations need to make sure that the managers will focus their strategic goals on achieving organizational goals by making optimal use of resources (human, financial, time, material, informational) that will provide adequate support to organizational activity. Decisions taken by health managers are not only focused on improving patient health and providing the best services to the population, but also on constantly adapting the organization to the latest professional and medical news as well as managerial ones.

Practically, managers are required to focus their attention on two areas on which they will decide and set strategic goals: the external and internal ones. The external domain refers to the influence, resources and activities that must take place outside the organization but with a profound impact on it. The external domain is felt through a series of variables such as the needs of the community, the characteristics of the population, the reimbursement of the insurances of economic agents and the management of the health insurance at the local/regional/national level. The internal one is to provide medical services by involving all the resources available and acquiring patient-oriented quality management and needs, in conjunction with the needs of the local community.

4. THE SYSTEM ANCHORS AND POSSIBLE SOLUTIONS

In the historical development of the health system, Romania has a long tradition in organizing the health care system. Between the First and the Second World War, there was a social insurance system based on the Bismarck model, a model operating in Germany, Austria, Belgium, France, and the Netherlands.

The system has a broad coverage with high medical performance but with high expense. Population categories without insurance do not have access to the benefits of the system.

Contributions to finding ways to improve the healthcare system in Romania and to avoid mistakes resulting from the experience of post-accession European countries can be found in continuing reforming actions and in the use of information and communication technology in line with the EU strategy in the field, to ensure the common desideratum of the EU member states - "health for all".

A study of the World Bank showed that three out of five Romanians give public physicians money to get a better health service. The conclusion of the study was that the attitude of giving "attention" to the doctor is normal, from the point of view of the Romanians. Developing the private health system could be a way for people to change their mentality.

5. THE HUMAN RESOURCES MANAGEMENT

Addressing the peculiarities of human resources in health organizations became a problem difficult to be solved, especially considering the requirements of contemporary society, confronted with a critical situation of human resources at its disposal. Specialists agree that the potential and quality of results depend, to a large extent, on organizations that provide good quality services. At the national level, we face a multiple crisis in the health sector, manifested both financially, structurally, at the system level and in terms of employee behavior.

Such a crisis materializes in the form of difficulties that seriously diminish the efficiency of health services, such as poor information management, the organization is not objective and accountable, contradictory objectives, neglecting the integration of economic objectives of medical institutions at the level of the specialty, etc. Such problems can only be solved by improving the health care management system, the design of which should take into account the public character

of these services and the environment in which the medical institutions operate.

6. THE COMPLEXITY AND THE PARTICULARITIES OF THE HUMAN RESOURCES IN THE HEALTH SECTOR

The complexity of human resources management is generated by the set of activities in this field, such as: strategic human resources forecasting and management, selection and recruitment, performance appraisal, motivation and remuneration of human resources, professional training, career management, management of work groups. The diversity of human resource management concerns is generated by the human factor. The "human" side is based on the fact that collective intelligence, complexity of employees' competence and competition lead to a new resizing of human resources management (accreditation of National Authority of Quality Management in Health).

The issues described above represent human resource management in health organizations as a growing, emerging, high-potential research area as part of the wider management sphere. More specifically, key theoretical contributions of emerging research to management of healthcare organizations include defining the roles and responsibilities of the management team, benchmarking performance based on specific indicators, developing investment plans, and monitoring the expenditure structure. Thus, it can be seen that research potential is high because "the man is the most important resource of an organization".

7. CONCLUSIONS

The issues described above present the management of health organizations as an emerging, ever-increasing area with high research potential as part of the wider management sphere. More specifically, key theoretical contributions of emerging research of the management of healthcare organizations include defining the roles and responsibilities

of the management team, benchmarking performance based on specific indicators, developing investment plans, and monitoring the expenditure structure. Thus, it can be observed that the chosen topic is a topical one with a high research potential.

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