

OBJECTIVES AND STRATEGIES REQUIRED FOR A LEADER FOR ACHIEVING EFFECTIVE MANAGEMENT WITHIN A CLINICAL SECTION OF A STATE HOSPITAL UNIT. SPECIFIC FEATURES OF THE ROLE

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Abstract: *The management of a hospital section from a health system subject to upper-level reforms and changes requires a coherent administration with internal solutions adapted locally to the existing resources and needs demanded by the beneficiaries. At the level of each section, their managers should set goals designed to optimize the activity of each section in such way that the medical service offered is of high quality, meets the requirements of the population segment served by the qualified hospital unit, and should find alternatives, depending on the specific, to provide on-demand medical services that supplement the revenues which the section determines. We will discuss the case of a psychiatric section of chronic patients, where the main sources of funding are the settlement of the medical services provided within the framework contract with the Healthcare Organization and the paid hospitalizations consisting in the payment of the period of hospitalization with a minimum of 14 days between two periods of admission under the regime with the Healthcare Organization. These paid admissions are ways to increase own incomes by providing on-demand medical services. The methodological course will imply the mix of qualitative with quantitative research and finalize with the validation of hypotheses established on the basis of the criteria for internal and external validation.*

Keywords: *Effective Management, Objectives, Strategies, Leadership, State hospital unit, Health system.*

JEL Classification: *D91 Role and Effects of Psychological, Emotional, Social, and Cognitive Factors on Decision Making.*

1. Introduction

It is necessary to outline a strategy by which to increase the incomes from on-demand medical services, adapted to each section with its specific. A strategy that remains under the responsibility of the chief doctor of the section to implement it, which aims at a multitude of aspects that need to be thoroughly analyzed and applied: the management of the human resource with maximum efficiency of performance, of admission cases in the clinic, of the resources necessary for the optimal functioning of the sections.

For effectively meeting the needs of healthcare service customers, it is necessary to acquire marketing skills and understanding patients, identifying their desires and needs and to build the trust which will determine the acceptance of solutions proposed via an European perspective (aiming at improving healthcare security of the citizens, generating and disseminating knowledge of the health domain, promoting health to improve prosperity and solidarity), in the effort to provide: an effective response to health threats, concrete and sustainable measures for disease control and prevention, an increase of

cooperation between healthcare systems for adaptation to key health aspects, as well as those that may arise unexpectedly and require urgent attention.

Change in the medical world really requires maintaining a sense of direction, acting at the right time, and now - in the context of the high quality of healthcare services responding to the expectations of healthcare customers, is a recognized priority for the European citizens - the time of recourse to marketing has come as a new method for identifying innovation opportunities in the delivery of healthcare services. In fact, we are in the full process of implementing the new European Health Strategy, which aims at safe, high quality and efficient healthcare services.

2. Content

The main strategic concern will be that all unit employees will adequately meet patients' requirements, the medical services provided to meet their needs and be designed to improve their health condition. For this, proactive approaches must be created to know on a permanent basis people's needs and to approach the quality from the healthcare consumer point of view, according to patients' expectations and each individual's needs. Each and every patient has to be analysed separately, considering their specific requirements as a bio-psycho-social assembly which makes them fit into different typologies. Therefore, taking into account these aspects, it would become necessary to treat the patient, to adapt the medical act to the patient and not to treat the disease in fact.

This approach is even more necessary in the case of the psychiatric patient, who develops in parallel a significant social side and with serious components that interfere with the medical act itself. In the case of the psychiatric patient it is necessary to work in a multidisciplinary team, including the psychiatrist, the psychologist, the social assistant included in the section, the social assistant within the territorial administrative unit within the area of which the patient has his domicile, the family doctor, etc.

The psychiatric patient is most of the times characterized by the lack of socio-familial support, is often marginalized in the socio-professional environments to which they belong, this fact deriving on the basis of misinformation at the population level regarding the aspects that involve a mental illness: how it manifests itself, the special needs involved, the need for therapeutic intervention, the need to maintain treatment and the importance that family, social support can bring in the evolution that the disease can take.

In order for a hospital unit to provide high quality services, it is absolutely necessary that the internal processes that are developed and followed to comply with certain clear and defined standards, despite the fact that there are accusations of authoritarianism: "Money is still spent without anyone being counted" (Cojocaru, 2005):

- Professional competency; whole team to be fully trained;
- The knowledge/skills/ performance of the medical team, managers and support team to be competitive;
- Accessibility - the provision of healthcare services is not restricted by geographical, social, cultural, organizational or economic barriers;
- Effectiveness - the applied procedures and treatment lead to obtaining the desired results;
- Efficiency - Providing necessary, proper care at the lowest cost; - interpersonal relationships - the interaction between suppliers, between suppliers and patients (customers), among managers, suppliers, payers, as well as between the healthcare team and the community; Practitioners feel painfully these facts "it is very difficult to do your job, one month you have half and one month not at all and the patients come in abundance, the suffering is not scheduled" (Cinteza 2004), "doctors are missing what their colleagues from neighboring countries have on a regular basis" (Sinescu 2005).

- Continuity - the patient benefits from a complete set of healthcare services that he or she needs, in a well-defined order, without interruption, or procedure repeats of diagnosis and treatment;

- Safety - minimal risk for the patient from complications or adverse effects from the treatment or other healthcare services related hazards;

- Infrastructure and comfort - cleanliness, comfort, privacy and other important aspects for patients;

- Choice - as much as possible, the customer chooses the supplier, the insurance type or the treatment.

The problems identified in the institutional history create the premises of strategic interventions that lead to a quality of the perfect medical act by solving them.

Given that improving the quality of medical and healthcare services provided is a wish and a basic principle in the health domain, I believe that it should also be the goal of a management project.

Total Quality Management extends the concept of quality management, encompassing both the participation and motivation of all members of the organization. Total Quality Management is an organizational model that involves overall participation with a view to planning and implementing a continuous quality improvement process that exceeds customers' expectations.

This model assumes that 90% of the problems are process-related rather than personnel-related. Three principles govern the concept of total quality:

- focus on customer
- continuous improvement of quality
- teamwork.

Also, this fully addressed quality management model is sensitive to external aspects, such as the admission method, social status, patients' genotypes, etc.

The indicators which measure its efficiency are the most difficult to accept by health professionals given that patients' experience can be quantified only as a result of questioning or direct observation. Often the results depend on the geographical region, cultural aspects, etc. The implementation of total quality management within this unit is useful to the management team for more efficient management of available resources and helps to achieve short and long term goals.

Quality management principles determine the orientation of the activity towards patients, develop a process-based operational approach, build up relationships with healthcare partners, NGOs, and public institutions, increase patients' satisfaction, and help guide the results of the entire team.

Periodic assessments of all activities in the institution will be done quarterly by the management team according to ROF (Organization and Functioning Regulation).

In conclusion, implementing a continuous Quality Management System:

- Will determine the objectives of the short, medium and long term quality and their achievement,
- Will help to comply with the rules of health security and to identify risks, prevent and eliminate deviations;
- Also involves a reduction of the costs;
- Increases the clarity of the decision-making process and helps to standardize the medical act by implementing procedures at the level of the whole staff. The complex and accelerated changes produced in the organizational institutions' action environment demand an adaptive response.

The pace with which an institution learns, in order to anticipate and adapt to the evolution of the ambient environment, is a source of competitive advantage.

The manager needs to know how to develop the fundamental "adaptive skills" of the respective unit. Furthermore, Oprescu (2005) mentions that "the attempt to blame the hospital directors for the current situation of the healthcare system was totally wrong".

These are manifested by:

- initiating organizational programs;
- improving competitiveness by implementing quality management;
- incorporating information systems into the general strategy of the hospital;
- creating an attitude and mentality centered on ensuring quality services;
- dimensioning the workforce according to internal and external requirements;
- developing a flexible and adaptable human resources strategy to individual needs.

3. Conclusions

For the medical act improvement, an efficient communication between Section Chiefs and the rest of employees is mandatory, the daily work to be carried out in a functional, united team, which will allow the implementation of the projects customized to the needs and requirements of the beneficiaries of health care services. The human resources are part of the overall integrated system and in order for the system to respond correctly to the requirements, it is critical that the medical personnel, in other words the provider of the medical services to ensure the compliance of this process by utilizing their full knowledge and professional skills. In order to reach this goal, the medical personnel has to be motivated, somehow the fulfillment of this objective to intersect the individual employee's objective.

From a psychological standpoint, the human being is distinguished by features of different personalities that outline a particular individuality. One of the key responsibilities of the Manager or Section Chief is to get to know all these aspects, discover each member of the team that he or she is leading so as to be able to create a motivational framework for everyone. A happy employee becomes a better worker.

If the communication between the manager and employees is continuous through teamwork, projects can be realized that permit adapting to the new, but for this to happen, people need to be motivated and trained continuously.

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