

**Capetown – November 15, 2007**

**Contemporary issues in health care management**

**The evolving skills and competencies  
for health care managers**

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# New professional organizations at the frontier of management

Researching new ways to balance:

- patient/customer service
- professional satisfaction
- economics

## Problems:

- To coordinate specialists
- To direct professional autonomy and control individualism
- To manage conflict between divergent aims

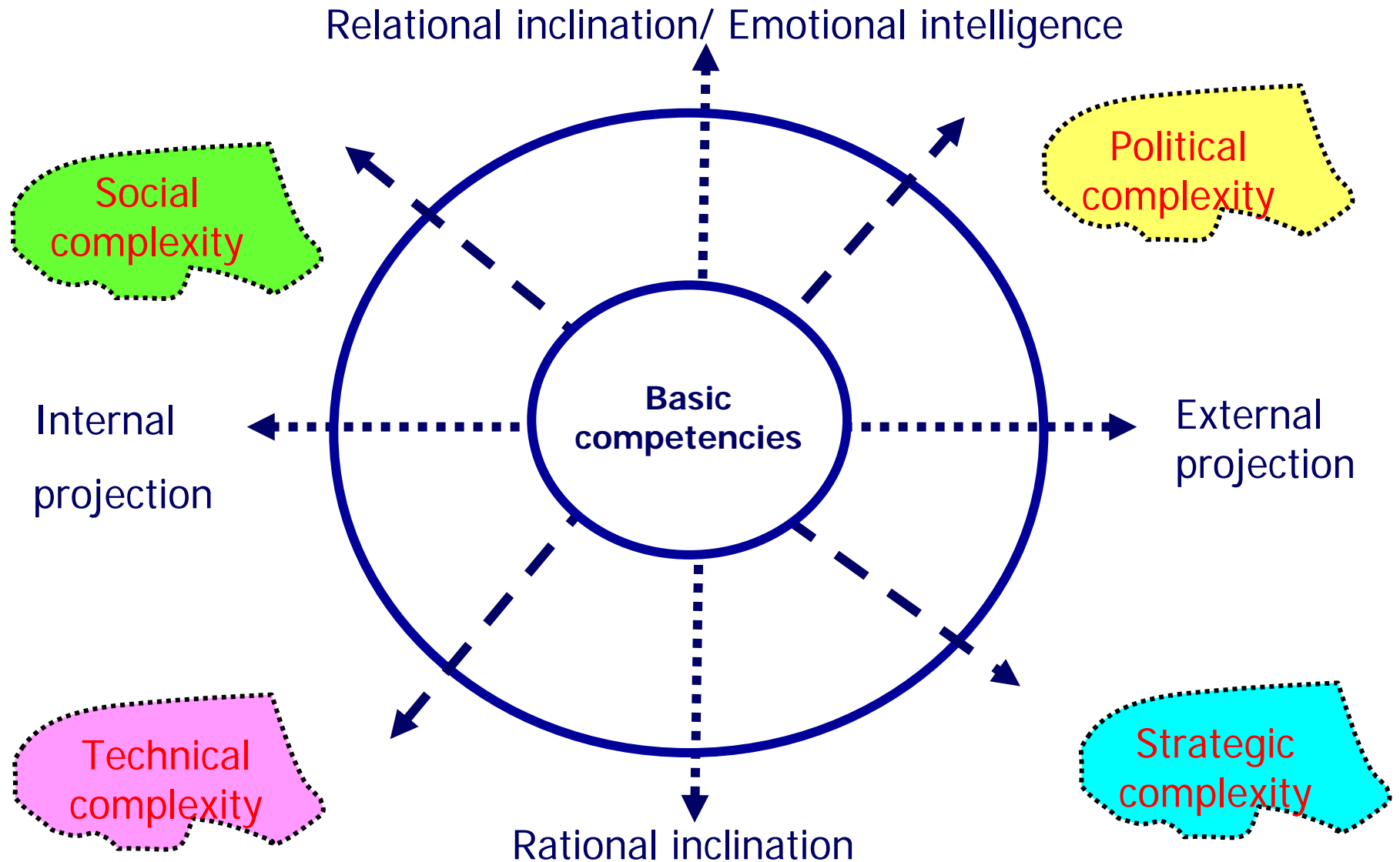
## Trends

- to integrate clinical professionalism in the hospital organization
- To manage careers and professional development in a more dynamic way
- To develop performance management

# The research

- **Carried out by University Cattaneo - LIUC on companies' heads in Italy**
- **Sample pool of 126 heads of middle sized private and public companies**
- **Among them, 16 managing directors of local health care organizations, public and private hospitals**
- **Leaders who hold the general responsibility of the management and continuously run the business**

# Leadership : patterns of behaviour



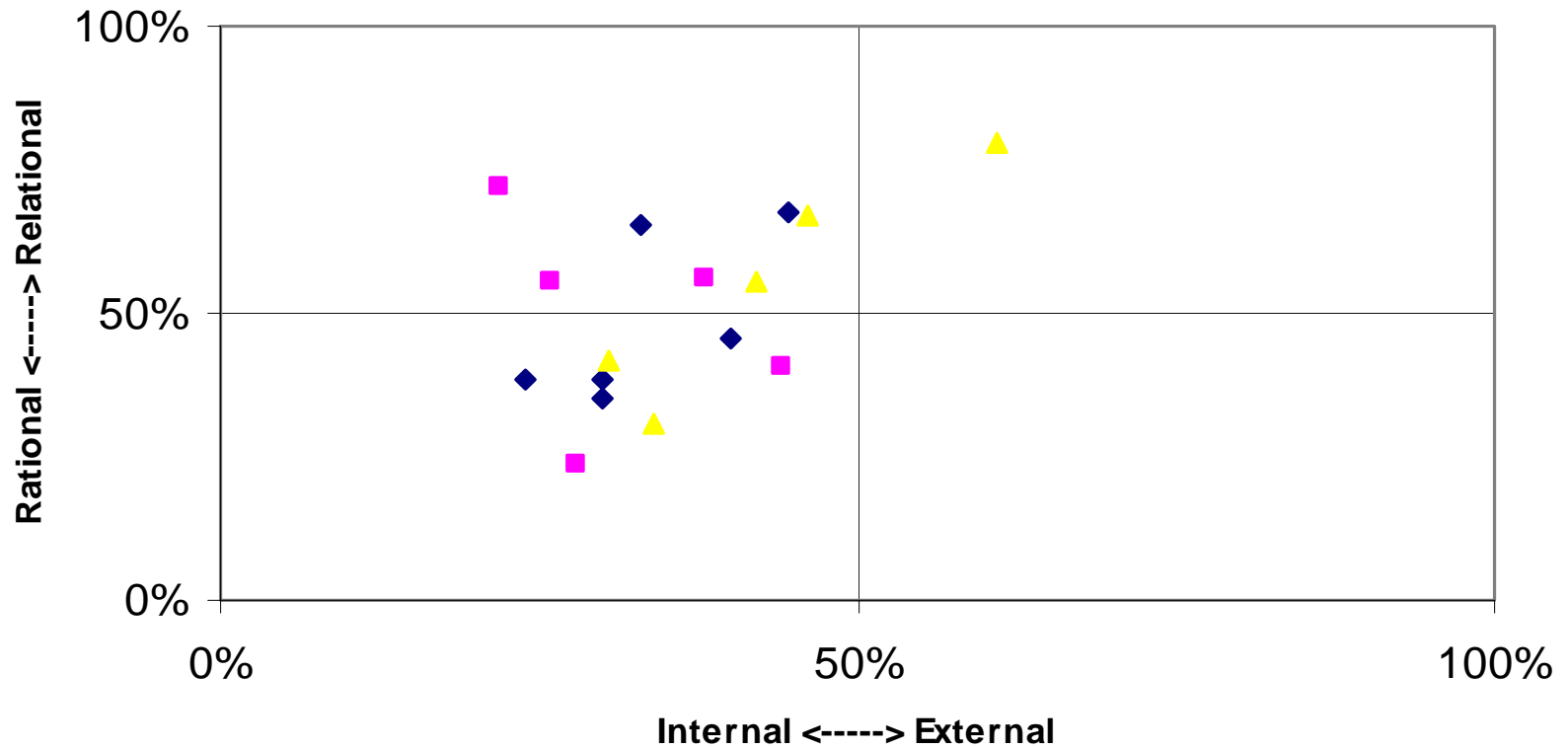
# Behavioral guidance of top corporate leaders



# Profile of managing directors of health care organizations

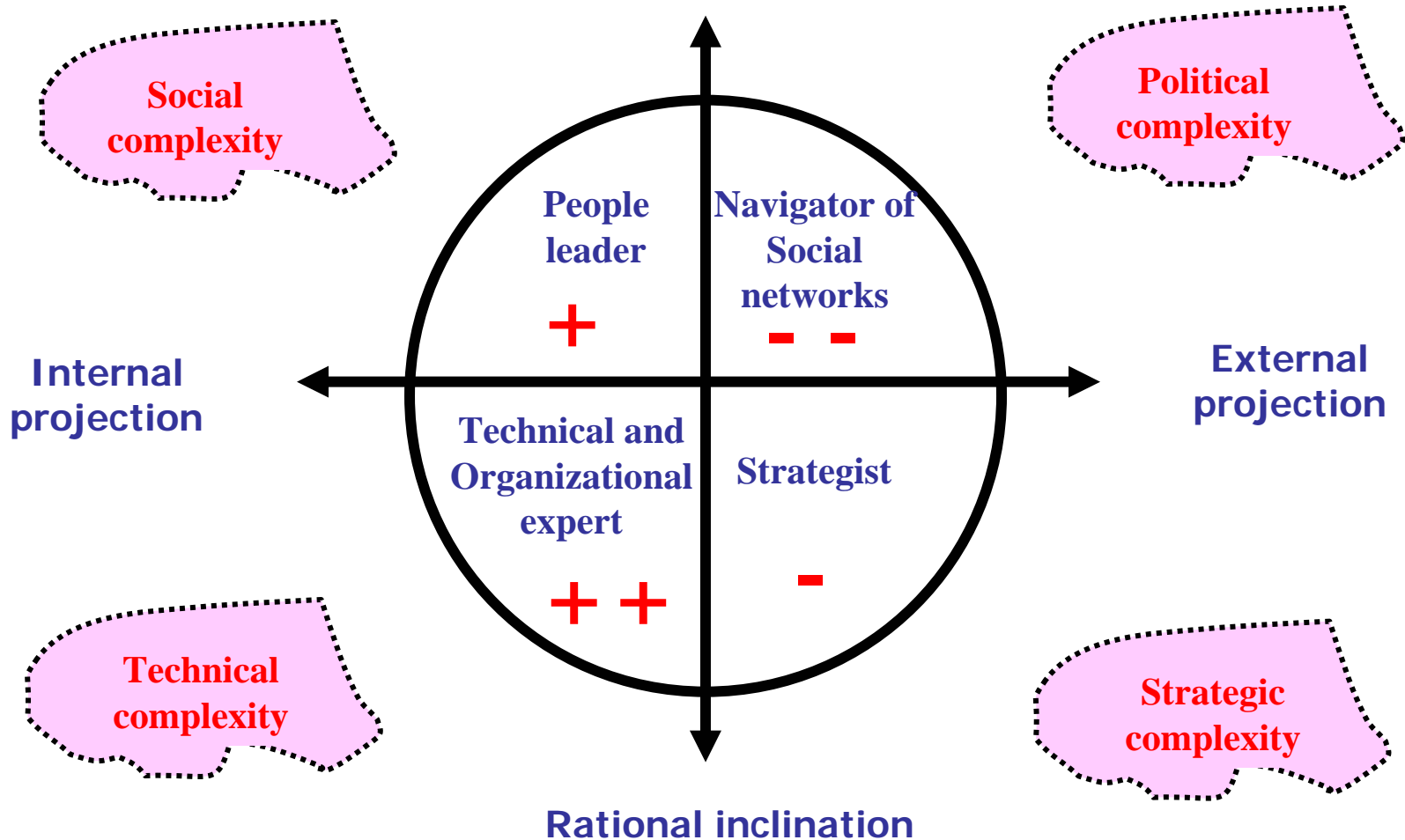
- The health care managers seem to be oriented in prevalence to the care of the internal aspects of the organization functioning;
- In the ambit of this diffuse special attention for the functioning, there are two categories:
  - “technicians” who are more analytical and rational,
  - “leaders”, who pay a lot of attention to relationship and handling of the personnel.

## Health care organizations



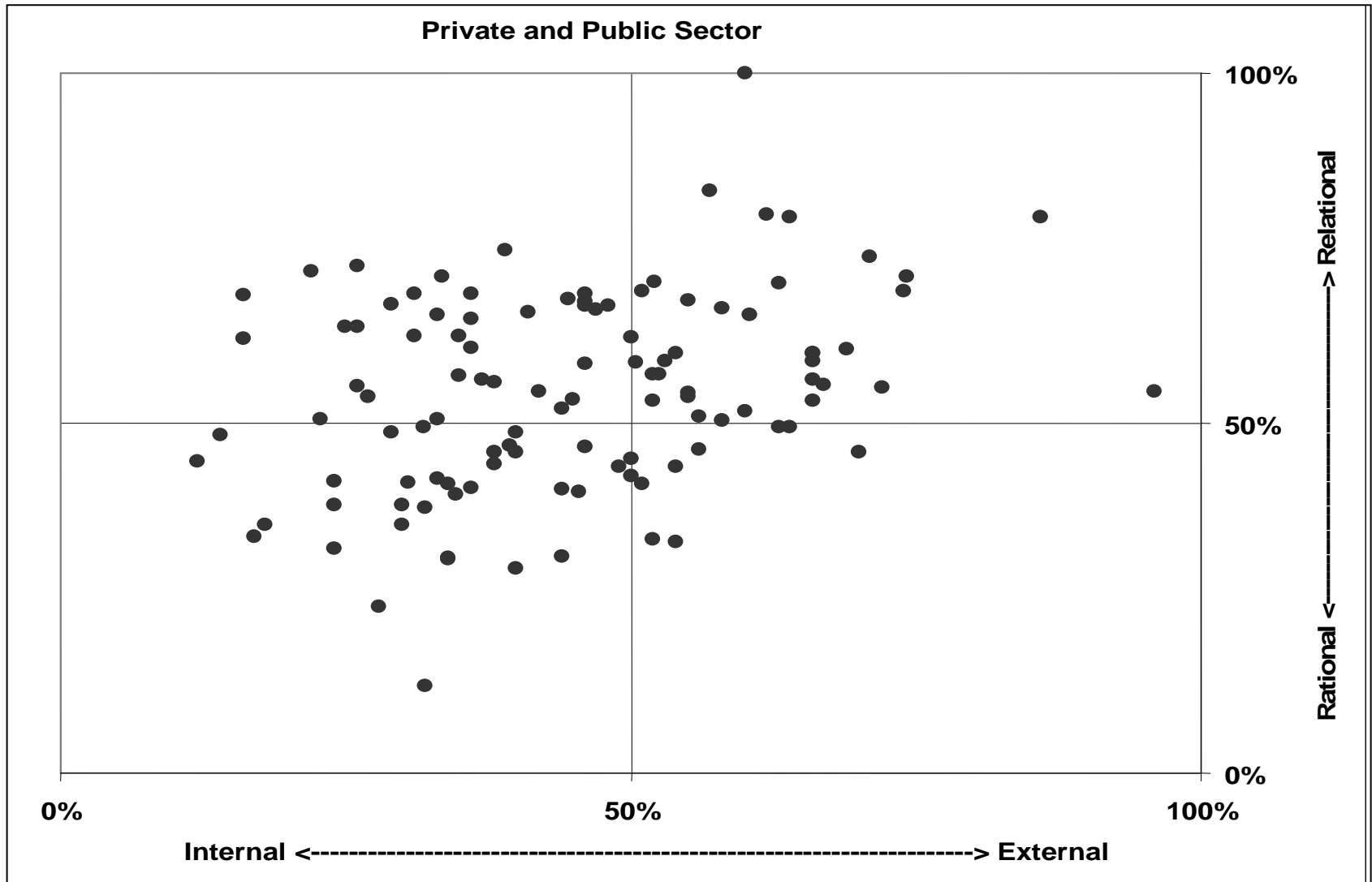
◆ Public Hospitals    ■ Local Public Health organizations    ▲ Private Hospitals

Relational inclination/ Emotional intelligence





# The entire sample



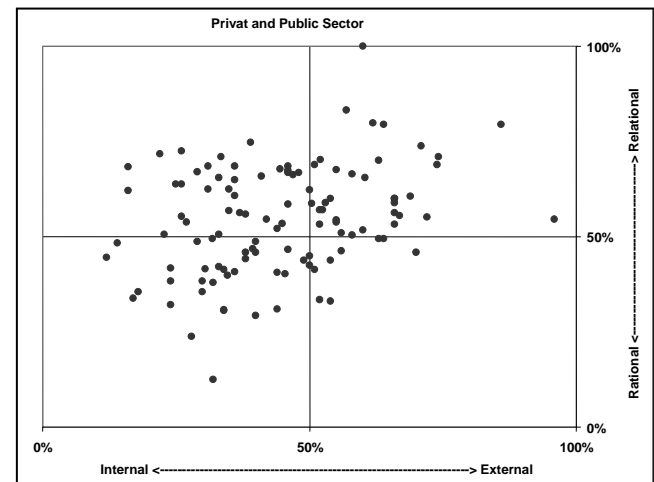
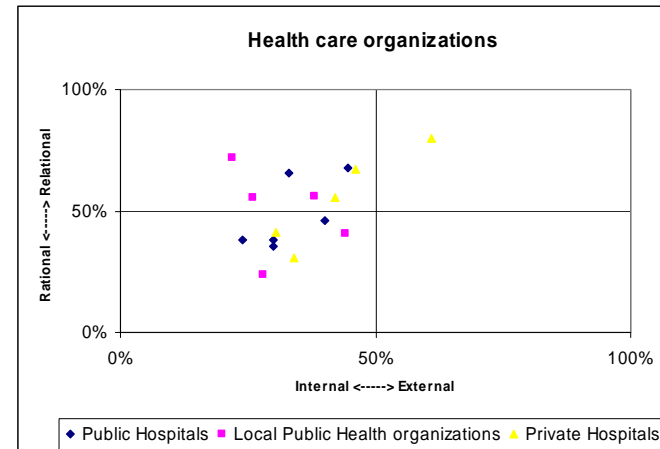
# example reports

(General Manager of a public hospital)

- **“A big health care company possesses strong features, most of all on the sanitary part, which takes you to work on the culture of the operators to transform a reality which some time ago was a federation of many individualism in something more integrated, evolving everybody together more and more towards an orientation to client and service. You need to have a cultural position and instruments which help to coagulate human positions and different professions in a common flow”**

# Results

- The complexity of the health care sector seems to originate strong association of orientation among the people responsible for private and public structures (homogeneous);

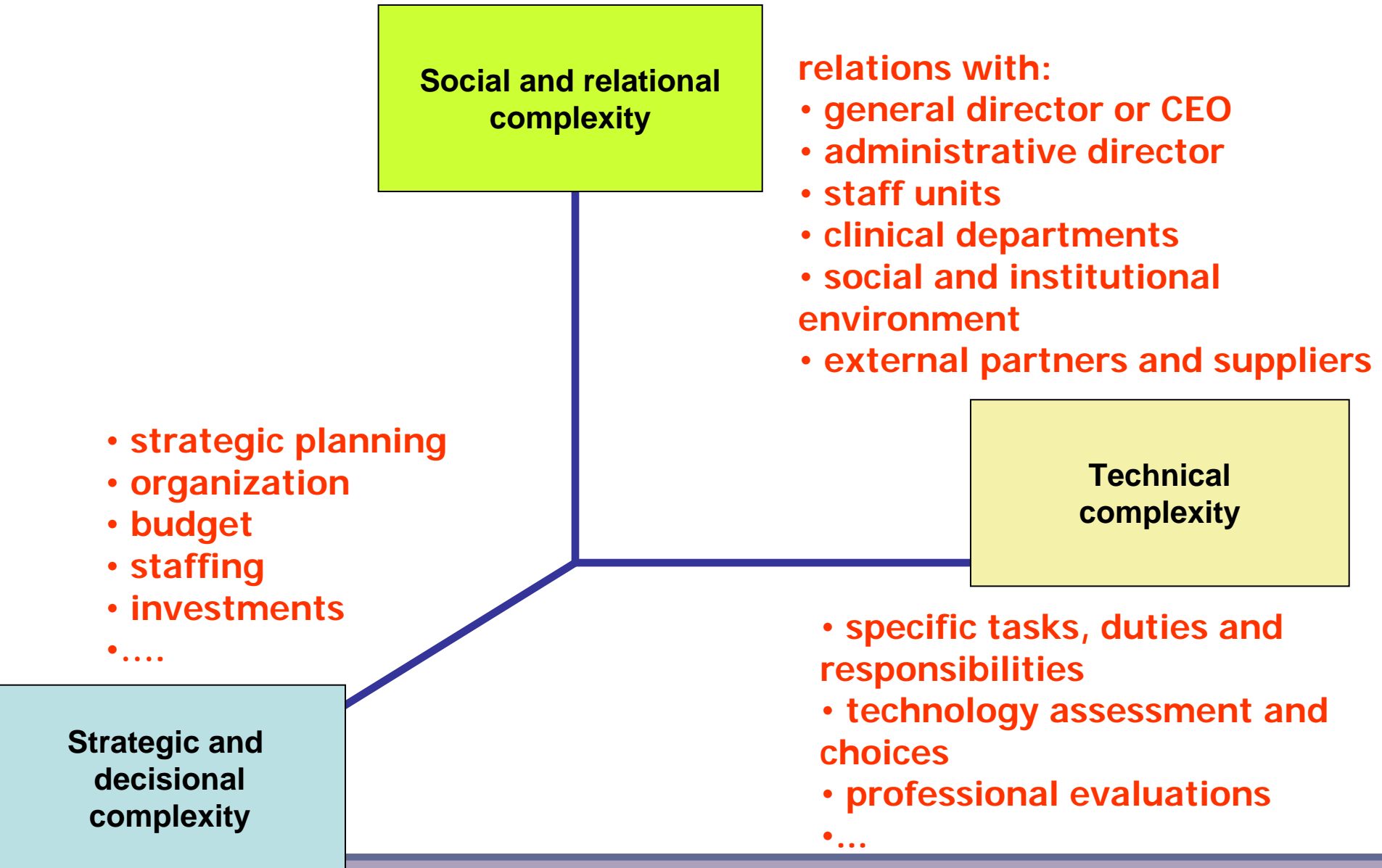


# Comments

- **It seems to be insufficient attention of the management to the external environment, the demand, the market and the territory;**
- **Is it useful then that the professional evolution of the management orientate itself towards these directions, leading to managers more prone to be strategists and be actively part of relationship network of the territory?**

| <b>VARIABLES</b>   | <b>AVERAGE VALUE REFERRED TO:</b>  |                         |                          |  |
|--|------------------------------------|-------------------------|--------------------------|--|
|  | <b>HEALTH CARE LOCAL COMPANIES</b> | <b>PUBLIC HOSPITALS</b> | <b>PRIVATE HOSPITALS</b> | <b>Industrial and service company (total sample)</b> |
| <b>COMPANY EXPERIENCE (YEARS)</b>                        | <b>27</b>                          | <b>32</b>               | <b>20</b>                | <b>27</b>  |
| <b>AGE</b>   | <b>52</b>                          | <b>57</b>               | <b>46</b>                | <b>52</b>  |
| <b>DAYS OF TRAINING COURSE ATTENDED DURING LAST YEAR</b> | <b>15</b>                          | <b>18</b>               | <b>6</b>                 | <b>6%</b>  |
| <b>AS INSTRUCTORS WITHIN THE COMPANY</b>                 | <b>60%</b>                         | <b>50%</b>              | <b>20%</b>               | <b>22%</b>   |
| <b>AS INSTRUCTORS OUTSIDE OF THE COMPANY</b>             | <b>100%</b>                        | <b>100%</b>             | <b>60%</b>               | <b>35%</b>   |
| <b>DECLARED WEEKLY WORKING HOURS</b>                     | <b>58</b>                          | <b>69</b>               | <b>54</b>                | <b>56</b>  |
| <b>INDIVIDUAL PERSONALLY KNOWN WITHIN THE COMPANY</b>    | <b>224</b>                         | <b>485</b>              | <b>392</b>               | <b>184</b>   |
| <b>NUMBER OF DIRECT REFERENCES</b>                       | <b>14</b>                          | <b>9</b>                | <b>20</b>                | <b>14</b>  |
| <b>DO NOT USE PERSONALLY OR DIRECTLY THE PC</b>          | <b>20%</b>                         | <b>34%</b>              | <b>20%</b>               | <b>14</b>  |

# Medical director: an extended role



## **GENERAL MANAGER**

(Medical director)

- **Generic clinical competences**
- **Non directly involved in technical operations**
- **Integrator, works with systems**
- **Aims to balance different clinical sectors**
- **Plays a dialectical role**
- **Is a sensor of the hospital in a broad environment**

## **PROFESSIONAL SPECIALIST**

**who manage a department an organizational unit**

- **Specific clinical and disciplinary competences**
- **directly involved in technical operations**
- **line manager, works with/into processes**
- **Has a role of impetus, to promote a clinical sector**
- **Is a sensor of the hospital in a specific/delimited environment**

# **Role of internal communication and information in the new health care professional organization**

- **Information as a main element of the supply of services: the organization processes knowledge and informations**
- **Information is a resource at the centre of professional work: is input and output of processes**
- **Information is a source of identity, at the individual, organizational and institutional/corporate level**



# Internal communication and information as a driver of organizational change

- communication and information are strategic resources
- Communication as a fluid which connects, links and directs the whole system
- focus on relations
- Horizontal communicative connections inside processes

Information systems manage in a integrate way:

- Operational support (documentation, registration, archives...)
- Coordination and control
- Communicative flows and exchanges (researchs, critical interventions, emergencies ..)

# **Information governance**

**(as an element of clinical governance)**

- **Baseline information and data bases patient oriented**
- **Interorganizational integration of information systems patient oriented (shared standards of data management)**
- **Patient relationship management in a integrated network**

# Main issues in Higher Education

European universities are committed to improving teaching and learning approaches:

- **Shifting focus from teaching to learning issues**
- **Importance of more general skills and competences**
- **New teaching approaches aimed at the improvement of behavioural skills**

**THIS STREAM OF CHANGE IMPLIES CHANGES IN  
ASSESSMENT METHODS AND EVALUATIVE  
CRITERIA**

- **Subject specific competences (technical, disciplinary)**
- **Generic skills and competences**
  - Instrumental competences
    - Cognitive
    - Methodological
    - Technological
    - Linguistic
  - Interpersonal competences (social skills, team working, ethical commitment)
  - Systemic competences (combination of understanding, sensibility and knowledge that allows one to see the whole system)

# The move towards dynamic quality of teaching and learning

