





Ibni Sina Health Capacity Building Programme.

**Hospital and Health Care Facilities
Management and Administration
Training Programme**

Change Management

YEMEN 2012
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Change

How wonderful to migrate from one place to another everyday.
 How beautiful to settle in a new location everyday.
 How pleasant to flow without getting icy and murky.
 Whatever you said, yesterday, my dear,
 Has gone passed by with yesterday.
 Right now, you must say new things

Mevlana Celalettin RUMİ

Benefits to be obtained by the practice of TQM

Ensuring continuity of service quality,
 Processes for all activities in all areas shall be controlled to ensure continuity of service quality

• **Increase in customer satisfaction,**
 Control of the patient's complaints and problems and the improvement of services, met patient expectations

• **Reduced costs, increased productivity**
 Hospital costs will be reduced and productivity will be increase by eliminating unnecessary and repetitive business processes

- unnecessary use of beds
- unnecessary analysis and tests
- unnecessary drug use

Benefits to be obtained by the practice of TQM

Increasing employee satisfaction,

- methods to increase motivation
- participate in management
- improve themselves and increase their creativity

• **Flow of information will be provided**

- Effective and widespread documentation network will be established within the hospital.
- Teams will be created which will solve problems and develop projects
- Communication and cooperation between the hospital management and the employees will be increased

Change

- Human being is closely connected with their own developed ideas and never want to change it.
- And shows resistance to persuasion using his intelligence and creativity.
- Although it seems conflicting , attempting to change one's mind with rational ideas makes his notion to get stronger.
- Moreover, if human changes his mind about an important issue, he feels weak and remained anonymous.

Validation Deviation

Once you have created an understanding of a subject ,now the mind works to protect and not want to change it.

He accepts or rejects new informations according to the idea he is created

If the acquired knowledge verifies the information , the person will be happy and accepts it

Generally mind of the person shall not exceed the resistance , even if the information is objective or scientific.

Scientists call "**deviation of validation**" to this deviation in our minds

Confirmation Bias-Peter C Wason

The biggest problem encountered in implementing the change is

Resistance of the employees to the change


- Human being reacts to the different,
- moreover, if the change affects his position,work or income the resistance will be stronger

Gandhi

“Be the change that you want to see in the world “

Change, can be carried out according to the conditions.

At this point most important tool is to have an effective and far-sighted leader



To achieve a successful transformation Change leaders must have some basic features.

“Primarily,


- A good leader must have courage to take risk
- Should have strong communication skills
- Should be capable of listening.

Should give proper tasks to employees according to their characteristics

- and accordingly develop a measure of motivation.

When applying change if you want to eliminate or minimize resistance , the most important way is communication

- Employees must be involved in every stage of process and should be convinced about this change is really necessary.
- In this way people take action in change.
- Instead of meetings with top management,meetings which has mutual criticism should be done .This is the only way to embrace people about change



Non of us are as smart as "All of us"

Problem areas in the Public Sector;

Customer-Citizen dilemma that is arising from the adoption of the citizen as a customer

Product – Service dilemma due to the occurrence of industrial origin of TQM to produce public service

Public Organizational Culture and Leadership problem occurring because of the sharp hierarchical structure of Public Sector

Human Resources and Management problems that are arising from the Public human resource management approach .

Another of these "process-output", "quantity-quality" and "long-short periodicity" can be seen as problem areas.

The way to solve these problems in a holistic way

Application of TQM as a state policy under the coordination and supervision of the central government

However, the will of the public administration in this regard, especially in the health sector, problems can be solved with a large proportion by the faith and commitment of the health system managers

Management of hospitals away from a centralized and modern approach is caused by:

Stiff administrative and regulatory structure

The difficulty of solving the problems about the hospitals caused by the bureaucracy which doesn't let the employees to use their private initiatives and skills.

Planning of hospital services and management of resources to be under the control of the central government.

Predicting a single organization and finance structure plan for all hospitals.

The most important problems in the Quality Management,

Lack of quality of the employees

Administrative and financial problems

Hospitals to get rid of centralized management; with a well-functioning model of hospital management there also must be a support and development of the administrative and financial autonomy and independence.

*Only the wisest and stupidest of men
don't change.*

Confucius

Information, competition, changes and customer are created a new business

To be successful in this new business, companies must examine why are they doing that work and also examine the manufacture, sale, supply and service processes in a detailed way.

This new business leads companies to carry out their work based on **process management** that is the first stage of the engineering.

The result of re-engineering and its effect on management

Transformation of simple tasks to the multi-dimensional tasks

People's roles and actions does change from

Preparation for the work changes

Progress criterion changes

Values change

Managers change

Organizational structure changes

CEO's change

The scope of performance and salary policies change


- Lean Management and Organization
- Business Process Reengineering, Reengineering
- Quality Assurance, Total Quality Management
- Team-Based Organization
- Learning Organization
- Delayering
- Core Competence
- Benchmarking
- Empowerment
- Outsourcing
- Strategic Alliances
- Downsizing
- Rightsizing
- Network Organizations

*Not the ones who talked **same language**
but who shared **same feelings** could
understand each other!*

MEVLANA JALALEDDIN RUMI

Power Distance Index

Dutch Professor **Geert Hofstede's** theory of Power Distance Index (PDI) describes the effects of a society's culture on the values of its members



- What kind of management**
- On the basis of the objectives
- transparent management,
 - Map of measurable values,
 - Should be fully professionalism at health care management .
 - Organizational management should increase the quality of service with postmodern approaches and increase in productivity to prevent waste of resources.
- Dr.IbrahimErsoy

- System**
- We need executive officers who can make,
- institutionalization
 - and manage the system,
 - Goal oriented
 - And can build the strategic management principles
- Dr.IbrahimErsoy

- Human**
- It shouldnt be forgotten that we need system designs which is directed by rules , not individuals.
 - A serious human resource management system should be established.
 - Personnel expenses in the service sector generates 60% of the cost.Health staff, task, role, titles, functional work load monitoring, factor productivity studies should be established for a professional system Dr.IbrahimErsoy

Supply

At supply chain management,

- low stock,
- high turnover rate,
- short shelf life, and
- professionals needed to build faster supply systems.

To meet the demand with low cost and high quality that can be achieved with the installation of modern management systems to improve the performance , even robots comes into play at hospital management Dr.IbrahimErsoy

Accounting

- While pricing of health care is still an unsolved problem all over the world , revenue management should be effectively.
- Careful analysis of all processes should be done at the level of each source of income for the hospital administration
- cycle process and the source of income,
- recorded amount of revenue,
- the amount at invoice
- incomes which turn into cash should be followed
- Dr.IbrahimErsoy

Wastefulness

- In Expense administration, cash expenses and the waste of resources should be calculated.
- laws and regulations and communiqués should be known very well

Dr.IbrahimErsoy

Errors

Quality performance is not only a quality score as the ratio of job performance and follow-up system .

Must be installed with margins of errors one in a million,

IT

- IT system not only as a patient registry program,
- should be system management tool that manages the institution

Dr.IbrahimErsoy

Hotel

- Should be an understanding that has a full service hotel services with Cooking, cleaning, security services, which satisfies people

Dr.IbrahimErsoy

Examinations

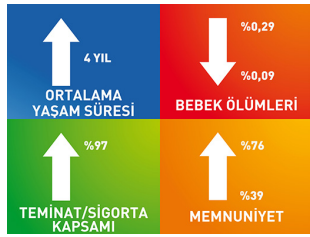
- Laboratory, radiology, pathology should be fast and flawlessly with internal and external quality control systems .
- In this context, administrative, organizational, and technological investments should be planned
- Dr.IbrahimErsoy

Emergency

Emergency medical services should be reorganized and be converted into a structure without chaos

Dr.IbrahimErsoy

Sağlıkta Dönüşüm



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TEŞEKKÜR EDERİM

