**MANAGEMENT IN HEALTH CARE**

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**Introduction:**

The word "management" has a wide range of meanings, implications, and applications. In addition to being an art and a science, management is today seen as a resource that includes resources, capital, and labor. The study of management encompasses a wide range of disciplines, including philosophy, economics, mathematics, political science, and behavioural sciences. Interpersonal relationships, motivation, morale, and a confluence of social, biological, physical, and political aspects are all part of the complex phenomenon of management. It is a sequence of activities that are carried out sequentially or simultaneously with the goal of attaining corporate objectives. Although management does not offer a one-size-fits-all solution to every issue, it does offer phenomena that can be quantified, relationships that can be depicted graphically, causal chains whose internal consistency can be substantiated intellectually, and conclusions that can be empirically validated.

Management in health care define the profession of management in health care and discuss the major functions, roles, responsibilities, and competencies for health care managers. Management in health care is a growing profession with increasing opportunities in both direct care and non–direct care settings.

"Those organisations that provide care directly to a patient, resident, or client who requests services from the organisation" are known as "direct care settings." Non-direct care settings assist the care of individuals by making products and services available to direct care settings, but they are not actively involved in delivering care to people who need health services.

Both inpatient and outpatient care facilities are anticipated to require these managers, with outpatient clinics, physician offices, and outpatient centres experiencing the biggest expansion in managerial employment. Given the magnitude of the hospital sector, there will be a lot of managerial roles available in hospitals. Furthermore, these projections do not account for the substantial increase in administrative jobs in non-direct care settings, including associations, consulting firms, pharmaceutical corporations, and businesses that manufacture medical equipment. Since the number of managerial roles in direct care organisations is anticipated to rise sharply, it is anticipated that managerial positions in non-direct care settings would also expand. These non-direct care settings support direct care companies in a substantial way.

**Definition of management and health care management**

“Management is defined as the technique, practice or science of managing or controlling an organization; the resourceful use of materials, time or the human resources of an organization” (Collins English Dictionary, 1981).

“Management is a process of designing & maintaining an environment in which people, working together in groups, accomplish selected aims.” (Adeleke, 2004)

“Management is the process of getting things done through people”. (Follet, 1941)

Management in an organization means to coordinate the efforts of people to accomplish goals and objectives using available resources efficiently and effectively.

Management comprises planning, organizing, staffing, leading or directing, and controlling an organization or initiative to accomplish a goal.

Health care management encompasses the efforts involved in planning, directing, & coordinating nonclinical activities within health care systems, organizations, & networks. This is a focused branch of management that requires specific knowledge of health care operations and technology along with soft skills such as the ability to motivate team members, collaborate with multiple stakeholders, and proactively implement needed changes.

Health care management is the profession that provides leadership and direction to organizations that deliver personal health services & to divisions, departments, units, or services within those organizations.

Health care management provides significant rewards & personal satisfaction for those who want to make a difference in the lives of others. Understanding the roles, responsibilities, & functions carried out by health care managers is important for those individuals considering the field to make informed decisions about the “fit.”

**CONCEPT OF MANAGEMENT IN HEALTH CARE:-**

The most important concepts in healthcare management are effectiveness, efficiency and equity.

**Effectiveness**

A measure of an organization's or a person's effectiveness is how successfully they are accomplishing their objectives. For example, if an organization or individual achieves the aim of providing high-quality healthcare and does so, then they are operating successfully. If people are unhappy with the quality of the healthcare they receive, then the organization or the individual is ineffective.

When health managers set the right objectives and ensure that their employees can reach them, the health sector will become more effective. Effective health managers take the appropriate actions to bring the healthcare industry closer to its goals while also continuously learning from their mistakes. You can analyse effectiveness and how successfully an objective has been achieved by measuring performance against predetermined targets and standards with the aid of monitoring and control.

**Efficiency**

The purpose of healthcare management is to accomplish tasks using human, financial, and material resources in order to improve the community's health. Efficiency refers to how well the health sector uses its resources to accomplish that goal. You are operating efficiently if resources are being used effectively and there is little waste. Your activity is inefficient if costs are too high or resources are being wasted. Efficiency entails carrying out tasks correctly, making prudent resource decisions, and minimizing waste.

**Equity**

All people have a fundamental right to get healthcare. However, for a variety of reasons, this does not always occur in reality. Health disparities are a result of unequal resource distribution and may be linked to low income, housing, education, gender, disadvantaged geographic areas, and occasionally, ethnicity. You have a significant responsibility as a Health Extension Practitioner to ensure that resources are distributed fairly to all the diverse groups in your community, with a particular emphasis on those who are underprivileged and lack access to healthcare.

**CHARACTERISTICS OF MANAGEMENT IN HEALTH CARE:-**

**Distinct process:**

Planning, organizing, staffing, leading, and controlling are all part of management. The interdependence of these functions makes it impossible to pinpoint the exact order in which they should be performed or their relative importance.

**Economic resource**:

One of the production elements, along with land, labor, and capital, is management. Management positions are more in demand as a result of industrialization. The most important factor in any organization's success is efficient management because it is the strength that integrates different production factors, including labor, capital, and materials. Consequently, management is a crucial component of any organization.

**Goal oriented:**

Worker efforts are coordinated under management in order to further the objectives of the organization. How well management performs is determined by how well the organizational objectives are met. It is essential that the management at all levels has a clear understanding of the corporate goals.

**Integrative force:**

Integrating people and other resources to accomplish desired goals is the core of management. Those who manage have access to all of these resources. Employing non-human resources, managers employ their expertise, experience, and management principles to get the best performance out of their workforce. For the efficient operation of the company, managers also try to align the aims of the individuals with those of the organization.

**System of authority:**

A system of authority is represented by management as a group of managers, and these managers have differing levels of authority. As we descend the managerial hierarchical structure, the degree of authority rapidly decreases. Delegating authority and responsibility are both aspects of management.

**Multidisciplinary topic:**

The association of many different disciplines, including engineering, anthropology, sociology, and psychology, has resulted in a significant portion of management literature. For example, human relations orientation draws its knowledge from psychology and productivity orientation from industrial engineering.

**Universal application:**

The ideas and practices of management are universal in nature since they may be used in all sectors, including business, education, the military, government, and healthcare. Management principles are operational standards that can be flexible and adapted to any firm.

**Management is a process of organized activities:**

The principles of management are enforced where a group of people are involved in working toward common objectives by involving in group activity.

**Management is concerned with proper utilization of resources:**

The primary resources needed to accomplish organizational objectives are the six M’s,i.e men, money, materials, machines, methods, and markets. Cost effectiveness, or achieving maximum results with the least amount of expense and labor, is the goal of management.

**LEVEL OF MANAGEMENT IN HEALTH CARE:-**

The levels of management in health care can be classified in three broad categories:

1. **Top Level of Management**

The board of directors, the CEO, and/or the managing director make up this entity. The senior management oversees an organization's goals and policies and is the ultimate source of authority. It spends more time coordinating and planning tasks.

The top management's responsibilities can be summed up as follows:

a. Top management establishes the organization's goals and broad policies.

b. It provides the required guidance for creating departmental schedules, budgets, and other documents.

c. It creates the enterprise's strategic plans and policies.

d. It names middle-level executives, or departmental managers.

b. It oversees and plans the operations of all the departments.

f. It is also in charge of keeping in touch with the outside world.

g. It offers direction and guidance.

h. The top management is also accountable to the shareholders for the business's performance.

1. **Middle Level of Management**

Middle level managers include branch managers and departmental managers. For the operation of their department, they answer to upper management. They spend more time performing organizational and guiding tasks. There is just one layer of middle level management in small organizations, although senior and junior middle level management may exist in large corporations.

Their role can be emphasized as follows:

a. They carry out the organization's plans in accordance with the top management's policies and instructions.

b. They develop plans for the organization's divisions.

c. They assist in hiring and educating lower level management.

d. They translate and clarify regulations from upper management to lower management.

e. They are in charge of organizing the department's or division's activities.

f. It also communicates critical data and reports to upper management.

d. They assess the effectiveness of junior managers.

h. They are also in charge of motivating lower-level managers to deliver better work.

1. **Lower Level of Management**

The term "lower level" can refers to the operational or supervisory levels of management. Supervisors, foremen, section officers, superintendents, etc. make up this group. Supervisory management, according to R.C. Davis, "refers to those executives whose work needs to be primarily with personal oversight and direction of operational staff." In other words, they are focused on the management function of direction and control.

They do things like:

a. Assign jobs and tasks to different workers.

b. They lead and instruct employees in daily tasks.

c. They are in charge of both the quantity and quality of the output.

d. They are also charged with the duty of upholding positive relations inside the company.

e. They convey worker issues, recommendations, calls for favouritism, etc. to higher levels as well as higher level aims and objectives to the workers.

f. They assist in resolving the workers' complaints.

g. They oversee and direct their subordinates.

h. They are in charge of giving the employees training.

i. They set up the equipment, tools, and supplies needed to do the task.

j. They create regular reports on the workers' performance.

k. They maintain order in the business.

l. They inspire employees.

m. Because they interact with employees directly, they help to shape the company's image.

**THEORY OF MANAGEMENT IN HEALTH CARE**

Before you can authoritatively examine a theory's processes and the other crucial concerns related to it, it is highly appropriate to understand what a theory is. In this regard, it is wise to understand what a theory is before looking at the relevant processes in detail. Homans, a distinguished management expert, described theory as a systematic collection of related ideas and precepts that serve to organize or connect a substantial body of information.

A theory is "a system of pigeon holes or a filing cabinet, in which facts are accumulated & nothing is more lost, than a loose fact," according to Homans. However, one must understand that while theories inevitably reflect the beliefs and attitudes of their time, they nonetheless frequently affect current organizational practices and concepts.

Management theories can be classified into three distinct categories, as follows: Scientific or Classical Management Theory, Human Relations Management & Open Systems Approach.

**Scientific Approach**

Frederick Winslow Taylor asserted that it was proposed that Scientific Approach or Classical Management Theory focuses on fundamental principles because he believed these to be the underlying truths that could be properly applied to any organization. The major tenet of Taylor's Classical or Scientific Theory was the replacement of tradition and common sense with the use of scientific procedures, which might produce productivity without requiring greater work from humans. Taylor thought that by breaking down a task into its individual components, or division of labor, productivity could be increased and worker pay would rise as a result. Taylor wanted to make production processes more effective so that workers could earn more money in addition to reducing organizational costs and increasing production. It is undeniable that the scientific method of management placed a greater emphasis on organizational structure.

**Human Relation Approach**

The French sociologist Emile Durkheim (1825–1917), who was later supported by Elton Mayo (1880–1949), claimed that the Human Relations Approach placed more emphasis on the employees of the firm. The topic of Human Relations was people's social demands, drives, and behaviour. The idea behind this strategy was to demonstrate how highly engaged employees may be by joining a social working group and being involved in management decisions regarding workplace reforms.

**Open System Approach**

As opposed to the scientific or human relations techniques, this approach does not concentrate solely on one area of an organization. With a systems approach, the organization is seen as a whole, consisting of its people, structure, environment, and technology. The organization is considered as a collection of connected and interdependent parts that work together to form a whole. According to the Open Systems approach, all organizational components—including people, structure, environment, and technology—must be viewed as a unitary whole rather than as discrete parts. It can be either closed or opened. A closed system is thought to be self-supporting from inside, whereas an open system communicates with its external contexts. Management entails dividing employees into teams so they may cooperate to achieve a common objective. There is little discussion of different management ideas and how they have evolved through time, from the one-dimensional scientific method to the multi-dimensional systems approach.

**SKILLS OF MANAGEMENT IN HEALTH CARE:-**

1. **Communication**

You will communicate with individuals verbally, in writing, and over the phone when working in this field. The ability to speak properly, with care for others, and in a considerate manner is one of the most important health care administration talents.

**b. Teamwork**

Any hospital or healthcare facility's performance depends on its non-clinical staff's and administrators' capacity to collaborate with medical professionals to uphold a high level of service.

**c. Flexibility**

Settings for healthcare can be incredibly unexpected. An unexpected catastrophe, such as a pandemic or a natural disaster, can need you to change your course immediately. To be successful in health care management, one must be prepared to adjust to situations that are changing quickly.

**d. Stress management**

Stress can harm healthcare personnel and systems when one's life is on the line. You must have the ability to respond rapidly under pressure while remaining composed and professional.

**e. Time management**

You must use your best judgment as a health care administrator to assign responsibilities to team members and refrain from taking on too much work on your own.

**f. Decision-making**

Despite not providing clinical care, managers and administrators regularly make decisions that have an impact on the health and wellbeing of their patients. You can be required to analyse a lot of data in this kind of work to decide what actions to take next. Other times, you might have to plan a suitable course of action based on scant knowledge, especially in the event of an unexpected emergency.

According to Katz (1974), a good manager must possess a variety of talents, including conceptual, technical, and interpersonal ones. A person is said to be competent when they possess the necessary or sufficient abilities or traits to carry out specific tasks (Ross, Wenzel, & Mitlyng, 2002).

The following defines them:

**Conceptual Skills** are those that need the capacity for in-depth analysis and problem-solving. **Examples** include analyzing the best way to deliver a service or coming up with a plan to lower patient complaints about food service.

**Technical skills** are those that demonstrate knowledge or the capacity to carry out a particular job task. **Examples** include designing and implementing changes to a computer-based staffing model or creating a new incentive compensation programme for employees.

**Interpersonal skill** referred to as a manager's ability to interact and collaborate effectively with others, whether they be peers, superiors, or subordinates. **Examples**: The anticipated performance level for a service for the upcoming fiscal year is communicated to subordinates or offered as advice to an employee whose performance falls short of expectations.

**TYPES OF MANAGEMENT IN HEALTH CARE:-**

1. **Clinical management**

Clinical managers and pharmaceutical project managers are experts in a range of medical specialties, including the creation of medical equipment, diagnostic products, and stem cell research. They oversee clinical trials to ensure accuracy and efficacy and are often engaged by pharmaceutical corporations. Clinical managers may also oversee the financial side of trials, keeping track of trial-related costs and overseeing the use of government funding or grants.

1. **Health care consulting**

Health consultants may operate for an organization or independently. Additionally, they could collaborate with organizations and agencies on tailored training courses for their staff.

1. **Medical entrepreneurship**

Starting your own health-related company can be both rewarding and profitable. Numerous prosperous businesses that have created novel therapies and equipment to further research and discover treatments for diseases like cancer and AIDS have been made possible by biologics and emerging technology in the medical sector.

1. **Nursing home management**

Nursing home directors and administrators keep an eye on the facility's medical care, treatment, social activities, dietary requirements, and financial operations to make sure it's well-run, secure, and offers the elderly a comforting environment.

1. **Health insurance underwriting management**

Insurance underwriting managers hire and train staff personnel, create agency goals and budgets, control growth and profitability, and decide who qualifies for insurance.

1. **Academia**

It is possible to work as an assistant professor or health care administration professor after completing a health care management programme and gaining sufficient professional experience. You could specialize in a particular area of health care administration in this position, such as information technology, health care legislation, or human resources, or you could instruct courses on a variety of subjects.

1. **Emergency management**

Staff members in emergency management assist communities, organizations, and people in preventing medical emergencies and successfully responding to natural catastrophes. In order to distribute food and water, provide medical attention, offer emergency shelter, and other things, they work in coordination with rescue organizations, governmental bodies, and law enforcement personnel.

**FUNCTIONS OF MANAGEMENT IN HEALTH CARE:-**

It has been said that management is a social process that involves accountability for the economical and efficient planning and regulation of an enterprise's operation in the fulfilment of stated goals. It is a dynamic process made up of several components and actions. These tasks are distinct from operational duties like as marketing, finance, purchasing, etc. Rather, regardless of his rank or prestige, these tasks are shared by every manager.

**Different experts have classified functions of management.**

According to *George & Jerry*, “There are four fundamental functions of management i.e. planning, organizing, actuating and controlling”.

Whereas Luther Gullick used the keyword "POSDCORB," which stands for "Planning, Organizing, Staffing, Directing, Coordination, Reporting, and Budgeting."

However, the management tasks listed by KOONTZ and O'DONNEL—namely, planning, organizing, staffing, directing, and controlling—are the most frequently acknowledged.

1. [**Planning**](https://www.managementstudyguide.com/planning_function.htm)

It is the fundamental duty of management. It has to do with planning a future course of action and choosing ahead of time the best path of action for achieving pre-determined goals.

According to KOONTZ, “Planning is deciding in advance - what to do, when to do & how to do. It bridges the gap from where we are & where we want to be”. A plan is a set of future steps. It is a decision-making and problem-solving activity.

Planning is therefore the deliberate consideration of methods and approaches to achieve predetermined goals. Planning is required to guarantee effective use of both human and non-human resources. It is intellectually stimulating, widespread, and assists in reducing risks, waste, uncertainty, and confusion.

1. [**Organizing**](https://www.managementstudyguide.com/organizing_function.htm)

It is the process of combining people, financial, and physical resources and creating beneficial relationships between them in order to achieve corporate goals.

According to Henry Fayol, “To organize a business is to provide it with everything useful or its functioning i.e. raw material, tools, capital and personnel’s”. Choosing and delivering both human and non-human resources to the organizational structure is part of the process of organizing a firm.

As a process, organizing entails:

• Activity identification.

• Classification of activity groupings.

• The attribution of tasks.

• The formation of responsibility and the delegation of power.

• Coordinating the relationships between power and responsibility.

1. [**Staffing**](https://www.managementstudyguide.com/staffing-function.htm)

The task of staffing and maintaining the organizational structure is included. Due to current advancements in technology, growth in corporate size, complexity of human behaviour, etc., staffing has become more crucial.

According to Kootz & O’Donell, “Managerial function of staffing involves manning the organization structure through proper and effective selection, appraisal & development of personnel to fill the roles designed on the structure”.

Aspects of staffing include:

a. Manpower Planning (estimating man power in terms of searching, choose the person and giving the right place).

b. Placement, Selection, and Recruitment.

c. Education & Development

d. Remuneration.

e. Performance evaluation.

f. Promotions and transfers

1. [**Directing**](https://www.managementstudyguide.com/directing_function.htm)

It is a component of managerial responsibility to activate organizational techniques so they can effectively achieve organizational goals. Because staffing, planning, and organizing are merely steps in the process of getting the work done, it is thought of as the enterprise's "life-spark" that ignites employee action.

The inert-personnel part of management known as direction is concerned with directly influencing, leading, monitoring, and inspiring subordinates in order to achieve organizational goals.

Direction has following elements:

* 1. Supervision
  2. [Motivation](https://www.managementstudyguide.com/what_is_motivation.htm)
  3. [Leadership](https://www.managementstudyguide.com/leadership_basics.htm)
  4. [Communication](https://www.managementstudyguide.com/understanding-communication.htm)

**Supervision-** implies that leaders supervise their subordinates' work. It involves supervising and controlling workers and their job.

**Motivation-** means to enliven, stimulate, or encourage subordinates to work with zeal. For this purpose, positive, negative, monetary, and non-monetary incentives may be used..

**Leadership-** is a method that managers use to steer and influence their employees' work in the desired direction.

**Communications-** is the process of imparting knowledge, experience, opinion, etc. to another individual. It serves as a bridge of comprehension.

1. [**Controlling**](https://www.managementstudyguide.com/controlling_function.htm)

It entails evaluating performance against standards and, if necessary, making adjustments to ensure corporate objectives are met. Controlling is done to make sure that everything happens in accordance with the norms. An effective control system makes it possible to anticipate deviations before they really happen.

According to Koontz & O’Donell “Controlling is the measurement & correction of performance activities of subordinates in order to make sure that the enterprise objectives and plans desired to obtain them as being accomplished”.

As a result, controlling entails the following steps:

a. Setting up a standard of performance.

b. Actual performance measurement.

c. Assessing actual performance against standards and identifying any deviations.

d. Remedial action.

**PRINCIPLES OF MANAGEMENT IN HEALTH:-**

The fundamental elements that lay the groundwork for effective management are the management principles. They act as essential truth declarations and rules for managers' decisions and activities. They are derived through observation and analysis of the situations that managers deal with on a daily basis.

These principles, which are derived at through observation and analysis of events, faced by Managers in practice include:

1. **Unity of Command**

Every Junior Staff member must obey orders from and answer to a single superior, according to this clause. When an individual receives directives from multiple superiors, misunderstanding and conflict are likely to result. The ability to bear responsibility for errors is also facilitated by unity of command. There should be less contradiction in instructions the closer someone is to having a single supervisor who reports to them. The drawback is that more devotion is shown to the superior in any case.

1. **Theory of Equity**

Demands that workers be treated fairly and with kindness at work. When interacting with employees, managers should be neutral and fair.

1. **Esprit de Corps**

This speaks to the need for managers to maintain and boost workplace morale on an individual and group level. Teamwork fosters an environment of mutual trust and understanding.

1. **Division of Work**

The workforce is specialized in accordance with each individual's skill set, fostering specialized professional development within the labor force and so raising production. Specialization boosts labor productivity.

1. **Authority and Responsibility**

The power of a superior to command his subordinates is referred to as authority in administration. This idea holds that accountability and authority must be equal. They coexist and cooperate like two sides of the same coin.

1. **Discipline**

Respect for authority, obedience, and other virtues are all examples of discipline. It is necessary for all companies to run efficiently.

1. **Subordination of individual interest**

Management must set aside personal preferences and priorities organizational goals. As a result, organizational goals must take precedence over people's individual desires.

1. **Unity of Direction**

Everyone engaged in the same line of work must be aware of and dedicated to the same goals. One group should contain all related activities, one action plan should govern them, and one manager should have oversight over them. It aims to provide synchronisation of force, attention on the task at hand, and unity of action.

1. **Remuneration**

Paying employees fairly is important since it helps to motivate them, which has a big impact on productivity. The amount and procedures for payment of compensation should be just, reasonable, and effort-rewarding.

1. **Degree of centralization**

The size of the business affects how much control the central management has. The idea of centralization indicates the consolidation of power in the hands of the highest administration. Decentralization is when higher levels of government share power. The company ought to make an effort to strike the right balance.

1. **Scalar chain**

Refers to the hierarchy of rank, starting with top management and ending with the lowest rank. According to the notion, there should be a distinct chain of command connecting all managers at all levels from top to bottom. According to the notion, there should be a distinct chain of command connecting all managers at all levels from top to bottom. It's thought of as a chain of command. It involves the idea of a "gang plank," which allows a subordinate to contact a superior or his superior in an emergency without following the established chain of command.

1. **Order**

Through authoritative process, social order ensures that an organization operates smoothly. Workplace productivity and safety are guaranteed by material order.

1. **Stability of Tenure of Personnel**

The period of service should not be too short and employees should not be moved from positions frequently. An employee cannot render useful service if he is removed before he becomes accustomed to the work assigned to him.

1. **Initiative**

Using the initiative of employees can add strength and new ideas to an organization. Initiative on the part of employees is a source of strength for the organization because it provides new and better ideas. Employees are likely to take greater interest in the functioning of the organization.

**ROLE OF THE MANAGER IN INNOVATION AND CHANGE MANAGEMENT**

The manager plays a crucial role in driving innovation and directing change management because of the speed at which change is occurring in the health services sector and the complexity of the organisations providing those services. Organizations providing health services cannot stay the same. Environmental factors that were previously covered in this chapter strongly suggest that organisations must react to and adapt to these outside impacts. Additionally, implementing changes to the organisational structure and processes is necessary to achieve and maintain high performance outcomes or results. Managers are additionally urged to embrace innovation in order to find original approaches to enhance customer service and deliver care effectively and efficiently.

Although they are distinct skills, innovation and change management are inextricably intertwined.

Management innovation and operational innovation are described by Hamel (2007). Management processes—the procedures and practises that dictate how management work is carried out on a daily basis—are the subject of management innovation. These encompass methods including project management, hiring assessments, internal communications, and training and development. Operational innovation, in contrast, focuses on the organization's operational procedures. These processes include customer service, supply chain adjustments and supply chain procurement in the healthcare industry, staff care coordination, and the creation and application of clinical procedures and practices. Some operational innovation is structural in nature and entails the acquisition of data and clinical goods, like computerised medical/health records, or a new instrument or method, such robotic surgery or new drugs (Staren, Braun, & Denny, 2010).

Managers must possess a certain set of skills in order to innovate in their roles. Among these abilities is the capacity to proactively adjust management and operational procedures in order to advance the firm. It also calls for a readiness to put these novel techniques to the test and evaluate their results. A manager must also support the hiring and training of staff members that value creativity and innovation. Implementing operational innovation requires having creative clinical and administrative employees.

A manager is crucial in developing an innovative culture that encourages idea generation among staff members. An innovative culture depends on staff members coming up with ideas for operational innovation. Recent research on innovative and creative businesses has revealed that managers should rely on all employees cooperating by offering support to one another and partaking in a dynamic process of soliciting and providing feedback, ideas, and assistance (Amabile, Fisher, & Pillemer, 2014).

There are several obstacles to invention. These obstacles include a lack of a culture that encourages innovation, a lack of leadership in innovation initiatives, and significant expenses associated with implementing innovative ideas (Harrington & Voehl, 2010). Furthermore, administrative policies, professional standards, and formal rules and laws may all operate against innovation (Dhar, Griffin, Hollin, & Kachnowski, 2012). Finally, managers' concentration on routines and daily chores due to daily priorities and inertia reflecting the status quo limits staff members' capacity for creativity, discovery, and idea generation (Dhar et al., 2012).

Innovation and organisational change, often known as change management, are connected but not the same. An organised management strategy for raising an organization's performance is called organisational change. Managers must constantly evaluate their operational activities and performance and make changes to the work structure and processes to increase performance. Managers must be aware of performance gaps as a requirement to change management (Thompson, 2010).

The ability to manage organisational change is now a crucial skill for managers in the health care industry (Buchbinder & Thompson, 2010). Because properly and methodically managing change can lead to enhanced organisational performance, managing the change process within health care companies is crucial. Change is challenging, though, and the process of change generates both staff resistance to and support for a change. Longest et al. have suggested a process model of change management (2000).

The four key steps in systematically understanding and managing the change process are identified by this logical, problem-based model as follows: (1) determining the need for change, (2) planning for the change, (3) putting the change into practise, and (4) evaluating the change.

Health care managers must possess a number of essential management skills in order to successfully manage change within their organisations.

**ROLE OF MANAGEMENT IN HEALTH CARE POLICY:-**

In this chapter, managers must take into account both their internal & external domains when performing management duties. Knowing the health policy issues being debated at the state and federal levels that impact health services organisations and the delivery of healthcare is one of the essential skills for managing the outside world. This is especially valid for senior managers. This awareness is required to positively influence policy, benefit the organisation, and mitigate any negative effects. The voices of health care management can be heard through keeping up with health care policy conversations, taking part in health policy talks, and contributing ideas when appropriate. Because the provision of health care is such a hotly debated subject in the U.S. today, ongoing changes in health care delivery are probably going to result through state and federal legislative and policy procedures.

In terms of patient volumes, reimbursement for patients who were previously uninsured, the movement to improve population health, and the development of value-based purchasing, for instance, the Patient Protection and Affordable Care Act, which was passed into law in 2010 as a significant health care reform initiative, has had significant implications for health care organisations. Medicare reimbursement rates have decreased recently, while reporting requirements have increased. Changes in state legislation across the nation have an impact on Medicaid and CHIP reimbursement, staff and facility licensing, certificate of need regulations for facility and service expansions, state requirements for mandated health benefits, and modified reimbursements for insured people, all of which have an impact on the services provided by healthcare organizations.

Managers must make an effort to stay up to date on health policy in order to comprehend and shape it. This can be achieved via engaging in professional associations like the American College of Healthcare Executives and the Medical Group Management Association, networking with peers both inside and outside of their firms, and focused personal learning. These organisations, along with numerous others, keep tabs on health policy debates and represent the interests of their associations at the local and federal levels. The information gleaned from these initiatives may be useful in modifying health policy to suit the preferences of healthcare administrators.

**RESEARCH IN HEALTH CARE MANAGEMENT**

Best practises are the subject of current management study. For instance, McAlearney, Robbins, Garman, and Song (2013) and Garman, McAlearney, Harrison, Song, and McHugh (2014) both focused on the best practises of managers and leaders in assuring organisational effectiveness (2011). These researchers' list of best practises includes employee engagement, hiring and developing new personnel, empowering staff on the front lines, and developing and aligning leadership. Research has frequently focused on how leaders build their teams and prepare lower-level managers for leadership positions. The structure and effects of leadership development programmes have been investigated. In order to ascertain the availability of leadership development programmes and their role in enhancing quality and efficiency, McAlearney (2008) surveyed health care organisations and key informants. They discovered that these programmes improved the effectiveness of educational development and decreased staff turnover.

According to a study of high-performing health organisations, a variety of methods are used to train internal leaders, such as career development planning, job rotations, developmental assignments, and talent reviews to identify prospects for promotion (McHugh, Garman, McAlearney, Song, & Harrison, 2010). Additionally, a 2010 study that looked at leadership development in businesses in the health-care and non-health-care sectors discovered that the best techniques included 360-degree performance evaluation, mentoring, coaching, and experiential learning (National Center for Healthcare Leadership, 2010).

Participation of early careerists in leadership development programmes is a new field of management study, and recent data suggests that some leadership development activities are more interesting to employees than others (Thompson and Temple, 2015). There are currently a number of significant management research areas, including ones that examine the influence of leadership development training on specific managerial decision-making, career advancement as a result of participation in leadership development, and the effect of employee collaboration on firm innovation and performance (Amabile, Fisher, & Pillemer, 2014).

**CONCLUSION**

In order to perform the essential managerial tasks of planning, organising, staffing, directing, controlling, and decision-making, individuals in managerial positions at all levels of the organisation must possess sound conceptual, technical, and interpersonal skills. The management profession in the health care industry is challenging but rewarding. The requirement for development at the levels of the individual, unit/team, and organisation must also be understood by managers, who must maintain a dual vision in which they see both the internal and external aspects of their organisation.

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