



Required Competencies of Managers for Effective Healthcare Management

Kamelia Bogdanova¹, Petya Trendafilova²

Medical University – Sofia, Faculty of Public Health, Bulgaria^{1, 2}

Abstract

The dynamic external environment and the growing demands of stakeholders require a continuous improvement in the functioning of health organisations. Competition between them and the increasing cost of acquiring knowledge determines the main aspects of the strategy for the development of medical institutions. [1] The quality of healthcare is increasingly dependent on human potential, especially with regard to managers. [3] Their knowledge and skills in planning, organizing, directing and controlling resources are a key factor in the effectiveness of medical care. [6] This determines the need for an analysis and diagnostics of the competencies of management personnel, as a foundation for quality and effectiveness of medical care and every area of activity in modern society. The purpose of this work is to examine the competencies of the managers needed for effective management of healthcare as a condition of their quality. The study is based on an analysis of existing studies and scientific research sources related to the nature and development of competencies of health care managers. The results show a need for a health care managers' competencies monitoring system. It will provide an opportunity for early warning in the presence of problems in the functioning of health structures and will help to increase the quality of medical care, which is an important prerequisite for the economic stability of the medical institution.

Keywords: Education of managers, Competencies, Effectiveness, Health care management

1. Introduction

The dynamic external environment and the growing demands of the stakeholders require a continuous increase in the efficiency of the functioning of health organizations. The competition between them and the increasing costs of acquiring the knowledge needed to meet the standards of best management practices determine the main aspects of the healthcare development strategy.

The management of health care in the various structures of health care is carried out by managers who, in addition to being health care specialists, have the knowledge and skills to perform managerial and administrative functions [2]. These leaders need to have qualities, such as behaviors and attitudes that are specific to health care management, and must also adhere to the concepts inherent in nursing [3].

The functioning of medical institutions in a market economy requires new competencies of managers needed to provide quality health services in accordance with societal needs, which is a prerequisite for economic stability and sustainable development of organizations [1, 6].

The quality of health care, which is an important part of the overall system of modern health care, increasingly depends on human potential, especially with regard to managers. Their knowledge and skills in planning, organizing, directing and controlling financial, human and material resources significantly determine the effectiveness of medical care [1, 2, 4]. Diagnosing the competencies of health care managers is a complex process that requires the use of various methods and complex approaches to identify all problematic situations in the hospital.

The growing importance of management and development of human resources for the functioning of each organization determines the need for analysis and diagnosis of the competencies of management staff, as a foundation for quality and efficiency of medical care and any area of activity in modern society. All this determines the relevance of the research work on this topic in the context of the constant public attention to health problems as part of the main contemporary challenges.

The purpose of this paper is to consider the competencies of managers necessary for the effective management of health care, as a condition for their quality.

2. Aim of the study

The aim of the study is the management of health care in medical institutions and the necessary competencies of management, as a factor for quality and efficiency of medical care. The purpose of this work is to examine the competencies of the managers needed for effective management of healthcare as a condition of their quality.



3. Material and methods

The study is based on an analysis of existing research and literature sources related to the nature and development of the competencies of health care managers.

4. Results

Healthcare professionals performing managerial functions are guided in their work by scientific fields such as management, organization, economics and politics [6]. Managers at all levels in the health system must have a set of qualities and skills to lead successfully. Every head of a structure must have managerial, economic and organizational knowledge. This knowledge provides the opportunity to direct the energy of managed resources in the direction of achieving effective results and improving quality. Most important is the ability to manage the human factor, which is the driving force of any organization. Finding the right ways and approaches to deal with workforce problems enables each manager to achieve the goals of the organization [1].

Health management is the art of mastering the process by which health resources are transformed into health outcomes. Increasing efficiency is achieved by health managers through the optimal combination of medical benefits and resources. To achieve this, they should combine the logic of the physician, which is the logic of the result, with the logic of the economist, which is the logic of the appropriate and rational use of resources [5].

In the studies of many authors, different frameworks of managerial competencies have been defined. The necessary managerial skills and competencies that are required of health care managers to perform their functions are analyzed [7, 8, 9, 10, 11].

The results of the research provide extensive theoretical material and a basis for optimizing the training for acquiring skills, allowing competent performance of management functions.

Formulated competencies are usually related to certain skills or combinations of skills depending on various factors, such as the level of management, the level of development of the health system, staff qualifications, organization of work in the health structure and others [9, 12, 13]. It can be assumed that the higher the managerial position, the more likely it is that the work will be more complex and require more skills [14].

In studies by Liang et al. (2013, 2018) [12, 13], six management skills have been identified:

- making decisions based on evidence;
- administration and management of resources;
- knowledge of the health environment and the organization;
- communication skills and management of interpersonal relationships;
- leadership;
- initiative and innovation.

These skills, individually or in combination, depending on the above factors, are needed to apply the leadership competencies defined in the following frameworks:

- ✓ conflict resolution;
- ✓ motivating employees;
- ✓ solving problems;
- ✓ information analysis;
- ✓ control;
- ✓ organizing;
- ✓ coordinating.

The efficiency of the management and the quality of the health care are closely related to the motivation of the staff. To a large extent, it is determined by the socio-economic conditions for the development of society in a market economy, which does not reduce the role of health care managers. The creation of a favorable working environment and the motivation of the staff depend on their qualification and professional skills [15].

In accordance with the solution of the problems related to the motivation and development of human potential, in the modern world the emphasis is on concepts such as "lifelong learning", "interdisciplinary" and "multidisciplinary" approach in training and organization in order to achieve effective and sustainable development of each system [1].



At the same time, managers must be motivated for continuous professional development and development of their competencies. In this regard, the leading role is played by the strategy for the functioning of the health structure, which must be based on the development of human potential. Every medical institution must invest funds and energy for training, long-term qualification and professional development of its employees. This creates conditions and prospects for career development and provides the necessary attachment and motivation by linking personal goals with those of the health structure [1].

The motivation of health care managers to improve their qualifications and develop their competencies requires them to be informed about the assessment of the hospital management regarding the compliance of their knowledge and skills with the requirements for the positions held. They must also have a clear idea of what they need to achieve as a result of the training, such as the level of knowledge and skills, abilities and behavior, and what change in pay new knowledge and skills lead to, which increases the professional and labor contribution of the employee in the medical institution. This process is related to the need to develop and implement a system for monitoring the competencies of health care managers, as a means to increase the efficiency of management and quality of health services [9, 14].

5. Discussion

Improving the quality of health care and sustainable development of human resources requires continuous development of the competencies of managers. This can be achieved by optimizing the organization of healthcare facilities in order to provide greater opportunities in the context of European principles of "continuity of lifelong learning", as well as by increasing the motivation of managers and health professionals to develop their professional competencies, having a clear perspective for career development [1].

Health care management is a complex and multifaceted activity, the essence of which lies mainly in the mobilization of human resources. This category includes all human potential, considered at a certain level in a relatively separate system [3]. Their management is one of the most important activities for a modern health organization, because the availability of human resources is a basic prerequisite through which health organizations can develop. This determines the main aspects of the necessary competencies for effective health care management, which consists in the optimal use of resources and their direction to the care of man and his health. The effectiveness of this process and the modern standards for quality of medical care determine the need to develop and implement in practice scientifically based models for health care management [1], and at the same time determine the need to develop competencies for practical application of these models.

The competencies for application of a methodical model for health care management are focused on the following main functions:

- ✚ staff and resource planning;
- ✚ training of staff and patients;
- ✚ organization of activities;
- ✚ hygiene;
- ✚ communication;
- ✚ quality control and evaluation.

These functions, health care managers must perform in a single and continuous cycle, which requires the ability to quickly move from one management function to another. In order for this process to be carried out effectively, it is necessary for managers to have specific methods and tools aimed at the respective activity and care. For example, when planning staff, it is necessary to apply an appropriate methodology for assessing staff needs. This methodology includes a description of the specific activities performed by the relevant health care professionals - nurses, midwives, laboratory technicians or rehabilitators [1].

Proper organization of the activities of health care professionals requires the development of management tools that provide instructions for carrying out activities and care according to existing standards and good practices. Based on this, control of the activities and quality in the respective hospital structure can be performed [3].

Modern management must be carried out primarily on the basis of specific methods and approaches to ensure increased efficiency and quality of health care. Healthcare professionals who hold senior positions in hospital structures such as head and senior nurses (midwives, laboratory technicians, rehabilitators) need to have skills in working with databases and software products that provide



continuous access to the information needed to make timely and adequate management decisions [1, 3].

6. Conclusion

The analysis of the survey data is the basis for developing a system for monitoring the competencies of health care managers and their propensity for professional development and professional development. This will provide an opportunity for early warning in the presence or occurrence of problems in the functioning of health structures and will help optimize the organization of work, as a prerequisite for quality and efficiency of medical care and a condition for economic stability of the hospital.

Based on the analyzed data, programs could be developed to increase the competence of health care managers and to identify the main aspects of the human resources development strategy. In addition, the results obtained allow the development of effective and efficient programs that meet the expected needs for continuing education and development in health management. They also provide an opportunity to identify key management competencies that are specific to the work of the healthcare system.

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