" Leadership & Governance How to Improve Hospitals Management?"

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Abstract

Health systems changing across health service levels. Studies to date have been country-specific and not integrated different international insights.

One of the most challenges facing Egypt and developing countries is lack of effective leadership and future vision for development. We discuss the development in the governance of hospitals in health development, and we recommend amendments in the framework of work on the governance of health development.

And based on the report of the World Health Organization in the year 2000, it identified 4 functions or goals for health systems, the most important of which are providing health services in a good and patient manner, finding funding and continuous supervision.

Keywords

Leadership, Governance, Management, Organizational Culture.

Introduction

The health care sector is considered different from the rest of the other sectors as an industry and the main driving factor for it is humanity(1). It is very clear by providing preventive, rehabilitative and curative help to patients. Therefore, the medical sector is committed to high ethical standards so that no distinction is made between any patients and provides services without regard to religion, race, or gender(1).

Therefore, the constitution of Egypt supports the law of the right for health for any citizen because it is the basis for a distinguished and fair health care system.

Despite the number of reforms and efforts being implemented to improve health care services, there are still huge challenges that lead to reducing achievements and making them unnoticeable with low efficiency.

As an initial step for the development of the health care sector, we begin by researching hospitals and working on implementation of governance and here we define the basics of hospital governance(1).

Methodology

This study was conducted to compare between leadership, management and governance.

The study carried out using a design, which assessed and compared health office level indicators.

In Egypt, governance can be a guiding concept that enhances and develops the health care sector(2).

There are principles and guidelines for governance provoke a comprehensive and radical change by implementing concepts.

By understanding these guidelines and principles, a distinguished health care sector will be established in Egypt, which will work to

achieve the well-being of Egyptians, and also "individual hospitals can be developed and transformed into successful, well-performing and sustainable organizations and push the health care system forward.(2)

Leadership of High Quality Healthcare Cultures

Organizational culture makes a profound effect on all who work in or interact with an organization(3).

Changing culture to maintain high performance is challenging and can have unpredictable outcomes.

To understand the leadership needed in health care, it is important to describe cultures of high quality care that we wish the leadership to create(3).

The most powerful effect on the culture of organizations is leadership, which includes leadership from the strategic apex till the front line, which reflects leadership processes and qualities of the individuals who occupy leadership positions(3).

There are five key elements for sustaining cultures of high quality care for patients, these include:

- inspiring visions operationalized at every level
- clear objectives for staff, teams and departments
- enabling high levels of staff engagement and supportive people management

- quality improvement, innovation that embedded in the practice of all staff
- effective team working

Climates for quality and safety can be achieved by development of strategies that ensure leaders and leadership cultures are appropriate to meet the challenges health care organizations face in achieving improving, high quality, and safe patient care(3).

Collective leadership is necessary to ensure patients and other service users are provided with improving, high quality care.

Collective leadership is a result of the collective actions of formal and informal leaders that act to attain organizational success.

Leadership is therefore both the leaders and the relationships among them that include how they cooperate and coordinate efforts to reinforce leadership and organizational culture(3).

Review structure

Organizational structure: The typically hierarchical arrangement of lines of authority, communications, rights and duties of an organization. Organizational structure determines how the roles, power and responsibilities are assigned, controlled, and coordinated, and how information flows between the different levels of management(4).

Organizations use leadership frameworks to articulate what is expected of their leaders in order to drive business success. We

believe that in order to be meaningful, such frameworks need to be reflective of the organization's cultural and give people a clear sense of how they can achieve its strategic goals. The benefit of having such models in place is that they provide clarity, consistency and a common language for identifying, assessing and developing leaders – helping them progress through the organization. They can be used to reinforce the current culture or embed change during a period of transition(4).

Stages

Forming: Team acquaints and establishes ground rules. Formalities and members are preserved as strangers both with their own personality, knowledge and independent experience(4).

Storming: During interaction, members begin to express their feelings but still see themselves as individuals and not as part of the team.

Norming : People feel part of the team and realize that they can do a successful job by developing business plans and standards that accept other points of view during consultation.

Performing: The team works in an open atmosphere of mutual trust among team members where flexibility is the key to success without looking at career levels .

Adjourning: The team conducts an annual assessment and implements a plan to raise the levels of qualified workers and recognize their contributions(5).

Characters of Effective team

1) They communicate well with each other.
2) They focus on goals and results.
3) Everyone contributes their fair share where the effort is joint and well distributed.
4) They offer each other support.
5) Team members are diverse in their dysfunctional skills to meet the need for work.
6) Good leadership at all stages
7) They are organized to work in accordance with rules.
8) They have fun while doing the work.

Theoretical Lens

Based on concepts of complex adaptive systems, leadership as a process involving networks of highly interactive, interdependent members leading to collaboration, creativity, innovation, and other outcomes needed for organizational adaptation.

Three types of leadership functions: adaptive, enabling, and administrative(5).

Administrative leadership embodies the actions and products of those who plan and coordinate organizational activities and

symbolizes a less formal and less controlling vision of how we see leadership in organizations today.

Adaptive leadership is a change movement in which adaptive outcomes emerge from member interaction.

Enabling leadership optimizes informal leaders who "coordinate the interface between adaptive and administrative leadership.

Leadership researchers have attempted to identify the aspects of leadership that improve organizational performance(5).

There is a lack of collaborative effort between academics and practitioners, and the leadership theory and research has lacked adequate emphasis on strategic issues, explanatory processes, and the moderating effects of the situation.

Leadership, culture and climate in health care

Much research on team leadership is the best contact between leadership and organizational outcomes in the general literature.

Let's begin with "The values and beliefs that characterize organizations, managerial choices, and the stories and myths people tell and retell about their organizations" is how organizational culture is defined(6).

The competing values framework is the most commonly used method for assessing culture in health care (CVF)

Meterko and his associates (9) It discovered a link between "clan culture" and inpatient comfort. Inpatient satisfaction was inversely connected with hierarchical culture (bureaucracy, regulation, hierarchy), but the other two categories (adhocracy and market) had no significant association. The authors stress the necessity of fostering a culture that encourages efficient teamwork while also warning against laws and restrictions that can negatively impact patient satisfaction directly or indirectly.

Culture was examined by assessing which domains board members were spending their reform efforts upon, according to West and Anderson (1992).

Gerowitz, Lemieux-Charles, Heginbothan, and Johnson (1996) analyzed 265 hospitals and found that culture and performance are linked. There was a link between this type of culture and stakeholder satisfaction, but it was particular to interactions with performance. The management team's dominant culture places a high priority on tors.

The cultural attributes valued by leaders and managers will be related with specific organizational results, according to Davies, Mannion, Jacobs, Powell, and Marshall (2007)(8).

They discovered that the 'clan' culture was the most prevalent (54%) and was characterized by fewer patient complaints and improved staff morale. Organizations with clan and market

cultures tended to score poorly on regulatory agency ratings, while those with adhocracy cultures did well.

Patients in hospitals with a dominating hierarchical culture rated dignity and respect highly, while those in institutions with a dominant clan culture reported long wait times and poor quality.

The CVF advocated that cultures be best represented by the relative focus across all four types, so the simplistic technique of identifying a culture type from the four extremes that best predicts health-care quality may be erroneous(7).

They suggest that a significant emphasis on hierarchy, rules, policies, and control may stifle a positive safety climate owing to fear of bad results and blame for reporting safety-related issues.

"The common meaning employees attach to the policies, practices, and procedures they encounter, as well as the behaviors they see being rewarded, supported, and expected," according to climate.

Supervisors have a critical role in shaping the culture and deciding the success of health-care organizations. A connection was discovered between a set of HR policies and practices and patient mortality in a longitudinal analysis of 52 acute hospitals. As a result, there is strong evidence (as in other industries) that leadership and people management, as well as other climate aspects, influence performance.

For quality of treatment, the researchers looked at nurse staffing (patients per nurse) and nursing foundations. Responses were initially aggregated at the hospital level, and then country-level scores were calculated.

Another large-scale, longitudinal study involving all 390 NHS organizations in England found a link between climate and a range of health-care-organization performance measures.

Patient satisfaction was highest in organizations with clear goals and employees who perceived their leaders in a good light, according to the findings.

Patient satisfaction was directly related to staff perceptions of pleasant feelings in their trusts. Hospitals with a high percentage of employees obtaining job-relevant training had lower and lower patient mortality while also offering higher-quality care.

Staff had an annual appraisal meeting with their manager, which aided them in doing their tasks more effectively and made them feel valued.

Lower patient mortality rates were also associated to good training, learning and development opportunities for workers, and support from direct managers. It's worth noting that reduced death rates were observed in hospitals where employees had the opportunity to influence and contribute to workplace improvements.

Supportive management and employee perceptions of having competent leaders generate a climate that is associated with health care excellence, according to the more strong research in the literature.

Enacting patient safety policy requires leadership from across the organization's divisions and professional groupings. The discovery that the best-performing hospitals had significant staff engagement in decision-making and widely distributed leadership was particularly remarkable. In health care, there is strong evidence of relationships between leadership, culture, and outcomes; hence there is a case to be made for fostering successful leadership. Now we'll take a look at the literature on leadership development(7).

Leader and leadership development

Leadership development is important for all organizations to care about. If you care about developing leaders working in your organization, expect higher rate of success and gaining a significant competitive advantage. Attract, develop and retain qualified employees.

Leadership development allows organizations to achieve the following:

   1. **Improve the financial situation :**

Leadership development helps in reducing costs, increase revenues and satisfy customers.

2. **Attracting , Developing and Retaining Talent :**

A leader having strong leadership skills attracts and retains highly qualified employees, "great leaders hire great people". In the long run, encouraging ,developing and training people internally has a lower cost than hiring external person, this turns leadership development to a good investment.

3. **Strategy implementation :**

Leadership development has tremendous power in changing and shaping business strategy and culture .

4. **Success in making Change:**

Leadership development enhances the ability to lead in a disrupted place. Organizations aim to develop CEOs and high potentials to take the maximum potential of their talents.

Leader development & leadership development:

1. objectives, Goals and outcomes:

Leader development is a part of leadership development. It develops individual's abilities, knowledge and skills (also called human capital). It achieves personal goals. Thus, when it succeeds, it achieves individual outcomes and progress.

While leadership development builds relationships (also called social capital) and broader organizational leadership capabilities, also it promotes participation and shaping culture. It achieves group goals. Thus, when it succeeds, it achieves collective results(8).

2. Assumptions and area of interest :

Leader development assumes that for leadership to be effective we must develop leaders. Which seeks developing internal skills (such as awareness and motivation of individuals) .

While leadership development assumes that leadership is based on relationships. It oddpo ededlskies communication skills (such as being aware of how we communicate with others and other social skills required to build and develop leadership).

Conclusion

The clefs take on obverse all NHS organizations is to upbringing cultures that include the submission of constantly beneficent peak fineness, secure and merciful attention.

Leadership is the most effective agent in discharge organizational culture so ensuring the needful leadership behaviors, planning sand goodness is advanced is essential.

There is pure guide of the bind in the midst of leadership and a domain of significant result during health services, inclusive patient gratification, patient death-rate, organizational financial execution, staff well-being, correlation, rotation and absenteeism, and aggregate goodness of care(8).

The braves that mush health care organizations are too major and too many for leadership to be left to occasion, to novelty and styles or to gradual oncoming. This survey point out that oncoming to evolving heads, leadership and leadership planning can and must be founded on durable notion with powerful empirical backing and guide of what doing in health care.

Health care organizations can convinced mush the relish and carry the high quality, merciful attention that is their expedition by improving and investigation leadership planning that will carry the cultivations they request to place the health care needs of the inhabitance they render.

Summary

Hospital governance is complex because it is so multifaceted and impacts so many people. It's significant to mind that governance operation is improving and interdependent. This is even more eminent because of the severe revision in health deposit. Since the impacting factors aren't stable, hospitals must be continually adaptive and must park ready to reply to mutable state of affairs in the manufacture and in governance(8).

Recommendations

- The collected data must be analyzed through frequencies and percentages to enable the researches come up with conclusions and suggestions for the study.

- Recommend to see patients' needs and categorize them to attain the most goal of health sector.

- Recommend to determine the effect of developed governance on the performance of the health sector.

- Recommend to determine developed policy and regulatory frameworks in health sector.

- Recommend to determine descriptive survey research design.

- Recommend to represent the collected data within the style of graphs, tables and charts.

- Recommend for the health sector players to boost in financing of critical health investment areas.

- Recommend to pay more attention for quality development and improvement in health sector.

- Recommend to pay more attention to grasp of medical risks, threats and mistakes and to forestall it.

- Recommend to organize and enhance the use of technological methods (especially digital one) which improve the health care.

- Leaders and chiefs of health care altogether settings a clear vision for sustainable development and continuous learning in health sector.

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